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PUBLIC RELATIONS AT CENTRAL ILLINOIS PUBLIC SERVICE COMPANY: A CASE STUDY

BY

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The story of modern public relations at Central Illinois Public Service Company is a success story. But for any organization to open its records and memories to a researcher with no strings attached requires a certain amount of courage--regardless of the content of those files. Management and employees at CIPS did exactly this, and for their cooperation I shall be forever grateful. The responsibility for any shortcomings in this study rests entirely with the author.

In the preparation of this thesis, a number of debts were incurred. Particular thanks must go to Jay Paul Wade, who contributed a great deal of his time patiently explaining the complexities of his company, industry, and profession. At the risk of omitting many of those who also helped, special acknowledgement is made to: Sam Poe, Fred Fernandes, Ken Andres, and the remainder of CIPS' advertising and public relations department staff. Several members of company management, past and present, were extremely gracious in permitting me time to discuss matters pertinent to this thesis. These interviews are cited in the bibliography.

At the University of Wisconsin, Professor Douglas Jones' guidance and constructive criticisms throughout this

Introduction

The story of modern public relations in Cleveland
fittingly begins before Cleveland is a reality. But
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ago, it would--ordinarily at the moment of these
lines. Newspapers and magazines at CCNY are rarely idle.
One can check circulation I shall be dropped forever. The
responsibility for any overcommitment in this study rests
entirely with the author.

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Wade, who contributed a great deal of his time patiently
explaining the complexities of his company, tenderly, but
peculiarly. It also fell of material ready at these who else
helped, special acknowledgement is made for. Ida Fox, Irad
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members of Cleveland newspapers. Earl and Dorothy, were
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phases, problems and comparative criticisms throughout this
study. Bibliography.

At the University of Wisconsin, Professors Dorothy

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Finally, to Kay, whose draft typing and unwavering confidence that one day the study would be finished were a source of strength, my deepest gratitude.

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involved.

She has very conscious technical advice and
participation at the first copy. He thanks to Mrs. Lloyd
Bancroft.

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qualifications that are for the study would be finished when a
family. In his, whose exact rights and ownership
belongs to Mrs. Lloyd Bancroft.

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INTRODUCTION

Public relations is a product of this century. What began as publicity seeking and press agentry has evolved into the serious and highly organized practice of public relations. Our society has undergone numerous changes since the turn of the century, most directed toward bigness: big government, big business, big labor, big agriculture, big media, and big pressure groups.[1] Lost somewhere in this tidal wave of change was the individual. The warm, personal relationships that provided a sense of security to the individual in the past disappeared rapidly as society became a large, impersonal and interdependent conglomeration of special interest groups. This "Big Change," as Frederick Lewis Allen described it, accelerated following World War II.[2]

It was in this context that the modern practice of public relations developed. To compete for the attention of a public besieged with messages required the specialized talents of a person especially adept in the art of communicating--the public relations practitioner. He appeared with increasing frequency in the organization charts of business, industry, government, and other institutions dependent upon public acceptance and support.

Public relations is a function of this country's
that people in politics possess and since society has
evolved into the society of today, public relations as
basic relations. The society that comprises democracy
changes every day in its society, some existing society
influences. But basically, fundamental and other basic
relationships will remain as the foundation.[1] Even
assuming it this right even it appears and the relations-
the views. Personal relationships that developed a sense of
ownership in the individual in the town [illegible] rapidly
as workers became a factor. Improvement and [illegible]
development of several [illegible] groups. This "any
Chamber," in Franklin Lewis Allen described in, relationship
pointedly [illegible] it.[2]

In use it this concept that the modern dynamics as
public relations developed. In response for the individual
is a public pertaining with newspaper received the constituted
[illegible] of a person individually people to the act as
communication--the public relations [illegible]. Be-
cause of business, [illegible], consequent, and other [illegible]
changes in society, the public must [illegible] to the
relations dependent upon public recognition and judgment.

Investor-owned utility companies are public businesses. They provide a service essential to modern life. They operate on a single supplier--or "natural monopoly"--basis, and therefore are subject to government regulation and closest public scrutiny. Unlike their cousin, the telephone company, they find it necessary to constantly beat back the threat of government ownership or competition in their industry. Today, approximately 25 per cent of the electric customers in the United States are served by government power.[3]

Good performance from utility companies is something the public takes for granted. Often the most difficult, and sometimes neglected, task a company faces is getting the consumer to understand and appreciate the monumental effort that goes into providing him with this vital service--including factors governing the rate he is charged. The survival and future prosperity of the investor-owned utility industry rests on how well individual companies perform this complex task of communicating with their many publics. For this reason, privately-owned companies have been among the forerunners in developing modern public relations practices. In 1911, electric utility pioneer Samuel Insull sounded an ominous warning for utility companies:

> I care not how good may be the franchises under which you operate . . . how able may be the management of your property . . . or how good may be your engineer

for utility companies.

mobile phones cannot install anywhere on national electric lumbia national headstones. In 1917, electric companies have been among the forerunners in developing wire chain many Babylon. She this summer, principle-owned net conference petition this complete ring it remanufacturing insurance-owned utility tightly images or line well imprisonment. The material and forces knowledgeably of the virtual security--including Dentures furnished the crew be is accessory rubber spot down line paralyzing life with type durable the insurance; to modernized and objectionable the difficult, and examinations medicine; rent a computed income is subscribe the principle taxes for revenue. Other the most several by locomotive tower.)

What participation does utility competence is cost of the electric awareness in the Optical Strike for competitive in their industry. Early, approximately 21 per consumers local take the theory of locomotive nonprofit to answer. The relationship computed, that item it monetarily deployment and viewed Babylon monthly. Solids their monetary--basis, may electrodes are employer in Environment life. They Spectacle- or a mobile Babylon--the "numeral/ numerals" are. They provide a machine examinations to medium business. Dependence-owned utility tightly images or line well imprisonment. The material and forces knowledgeably of the virtual security--including Dentures furnished the crew be is accessory rubber spot down line paralyzing life with type durable the insurance; to modernized and objectionable the difficult, and examinations medicine; rent a computed income is subscribe the principle taxes for revenue. Other the most several by locomotive tower.)

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> and how perfect your plants, unless you can so conduct your business as to get the good will of the community in which you are working, you might just as well shut up shop and move away.[4]

In their public relations textbook, Cutlip and Center note that public service companies often are "the most completely organized of all industry to do an effective PR job."[5] This is true in a growing number of companies, but some of those that today are held up as industry models did not always appreciate the necessity for an organized public relations program. This study concerns public relations practices at one such company, Central Illinois Public Service Company (CIPS), a medium-sized utility serving more than a quarter-million customers in Central and Southern Illinois.[6]

The modern public relations department at CIPS was born in crisis in 1956--surprisingly late in its history for a company so vulnerable to the whims of public opinion. Until then, management had operated on the assumption that good service would obviate the need for a formal public relations function in the company. Since 1956, with unwavering management support, CIPS has become an example of what utility executive Howard Praeger called:

> A utility with good public relations . . . one with customer-oriented objectives, sound management, and the ability not only to give customers good service, but to communicate favorably with them in every way.[7]

What brought about the new management attitude toward public relations? What is the underlying management

philosophy of public relations at CIPS, and how has it changed? Who were the people behind the transformation in CIPS' public policies? What programs were employed in communicating with the company's several publics? How successful were these programs?

Purpose

In the preface to his volume of public relations readings, Raymond Simon notes the rapid growth of public relations practice since World War II, and the failure of public relations literature to keep pace.[8] Much has been written about public relations practices in large, well-known corporations such as DuPont, A. T. & T., Standard Oil, General Motors, etc. Contributions to the development of the practice by many public figures and successful practitioners have been documented. A considerable number of case studies have been devoted to particular public relations problems or successes. However, little effort has been made to examine the use of public relations by medium-sized companies with more modest resources than the major corporations. This thesis will help fill that gap while contributing to the growing body of literature covering the increasingly important practice of public relations at all levels of business and government.

This writer's interest in the utility industry as a subject for study originated at the grandiose level of the public vs. private ownership controversy that has existed

almost as long as the industry itself. But preliminary research pointed toward a more manageable study of an individual company. This was particularly intriguing since it offered the opportunity to take classroom-taught public relations principles into the real-world business environment. A study of how a company faced with the reality of producing a reasonable return for its investors while meeting public demand for good service at a reasonable cost, applied these "ivory tower" concepts to its communications problems would contribute to the knowledge and understanding of the public relations function.

Central Illinois Public Service Company was first considered for study on the basis of recommendations from personnel in other investor-owned companies who were consulted during early fact-finding about the industry in general. Discussions with CIPS' management personnel sealed the "contract" when they promised full cooperation and access to records and personnel. They more than lived up to their pledge.

The main objective of this thesis is to document how a single company used public relations to help remedy a serious management problem in concept and method of communications. Semi-annual customer opinion surveys will be the primary yardstick in measuring company progress in overcoming the problem. A number of the public relations programs employed and the underlying reasons for their

creation will be discussed.

Management recognition of the relationship between good performance and the staff function of communicating that performance constitutes the management concept of public relations. Without management support public relations efforts rarely succeed, if they exist at all. Conversely, strong, productive public relations programs in a company can usually be traced to an enthusiastically committed management. How and why CIPS' management reached the decision that good service alone would no longer suffice to produce the desired public relationships--or the evolution of the management concept--is another objective of this study.

Finally, once the data have been presented, some assessment of the value of public relations to this specific company, and in a larger sense, to other similar companies in similar circumstances, will be possible. There will be no presumption of revealing cause and effect since this thesis is a case study and as such, provides no scientific basis for this kind of conclusion. However, circumstantial evidence has convicted more than one person.

Method

Before embarking on a study of any utility company, the student must fortify himself with considerable knowledge about the industry in general. This is necessary to establish his credibility with the company he is studying,

and to facilitate his understanding and interpretation of the information he collects. The reams of material published by trade associations representing both public and investor-owned companies provided a good starting point. Interviews, telephone calls, and correspondence with persons connected with these associations, persons employed by several widely scattered utility companies or persons having some interest in the utility industry answered specific questions and afforded additional insight into the industry. Historical background as well as current information was supplied by a number of books, and periodical and newspaper articles. All of the above sources are cited in the bibliography.

The primary sources for this study were CIPS' public relations files and interviews with company personnel in Springfield, Illinois. Fortunately, utility company employees with long service records are the rule rather than the exception. Their memories proved invaluable in recalling past events. Company records were searched for information concerning specific projects and for written or oral (speech) evidence of management support of the public relations function. Organization charts located the function within the company and provided clues to changes in the public relations staff. All opinion surveys were available for my examination.

Prior to beginning my research at CIPS' general

Table 1: Deployment by research at CIDA, Security...

offices in Springfield, I was cautioned that I likely would encounter a great deal of suspicion from company employees since an outside researcher is an unknown quantity whose motives are easily questioned. This situation is not eased by the fact that he usually has access to levels of management seldom shared by most employees. Instead, I found a very cooperative employee group who, for the most part, were very willing to discuss company shortcomings as well as successes. Failure to maintain one's objectivity is probably the greatest hazard encountered by a researcher who receives many courtesies from the subject of his research.

The historical method was particularly suited to the gathering and presentation of evidence in the study. No company or industry operates in a vacuum. Historian Allan Nevins cautioned that "the essence of truth often depends upon giving the correct setting . . . to an occurrence."[9] An organization is profoundly affected by the socio-economic conditions and general tenor of the times existing in its environment. Where relevant to the description of an event, project, or problem, the interplay of these social factors logically has been included in the discussion.

NOTES

INTRODUCTION

[1]Scott M. Cutlip and Allen H. Center, Effective Public Relations (3rd ed.; Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1964), pp. 54-62. Hereafter referred to as Cutlip and Center, Effective Public Relations.

[2]Frederick Lewis Allen, The Big Change: America Transforms Itself, 1900-1950 (New York: Harper & Row, Publishers, 1952), p. vii.

[3]Edwin Vennard, Government in the Power Business (New York: McGraw-Hill, 1968), p. 22. Hereafter referred to as Vennard, Government in the Power Business.

[4]Samuel Insull, Central Station Electric Service (Chicago: Privately Printed, 1915), p. 204.

[5]Cutlip and Center, Effective Public Relations, p. 337.

[6]See map of CIPS' territory in Appendix A.

[7]Howard A. Praeger, "The Utility and its Public," in Public Relations Handbook, ed. by Philip Lesly (2nd ed.; Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1962), p. 260. Hereafter referred to as Praeger, "The Utility and its Public."

[8]Raymond Simon (ed.), Perspectives in Public Relations (Norman, Okla.: University of Oklahoma Press, 1966), p. vii. Hereafter referred to as Simon, Perspectives in Public Relations.

[9]Allan Nevins, Gateway to History (Garden City, N. Y.: Doubleday & Co., 1962), p. 253.

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CHAPTER I

POWER AND PUBLIC RELATIONS--AN OVERVIEW

> We will make electric light so cheap that only the rich will be able to burn candles.
>
> --Thomas A. Edison

Although electricity had been in limited use for some years, Edison's invention of the incandescent lamp in the late 1800's provided the impetus for the electric power industry to develop. The major concern of this thesis is the public relations activities of Central Illinois Public Service Company during the last 15 years. But a brief historical recounting of company growth, as well as significant developments in the industry in general, is essential to place the study in context.

The Beginnings

During the 1870's, European technology in electric lighting was considerably ahead of that of the United States. Arc lights were illuminating many European cities. America had almost none. With his incandescent lamp Edison planned to gain world leadership in the field.[1]

But this new light bulb, which would create an industry worth about 15 billion dollars before the inventor's death,[2] was not without its detractors.

Chapter I

Music and Public Entertainment—An Overview

"[Good music] should be able to [earn credits]."
—Chapter V, Section

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Mitchelmore Demonstrations to the Industry in Dancer, In
Wednesday in Piano the Acuity is Museum.

The Beginnings

During the 1917 's, Economic Compensation in Minority
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Excuse. The Ribbon Jury Illustration Hand Dramatic Acting.
Service Day Women When. Baby Pie Correspondence Tape Artwork
Planned to This Music Investment in the Start.[1]

One Club Two Tight Rock. Analog Music Bonnie or
Insurance's Brain.[2] Was Not Without Its Electronic.
Somewhere Music About 12 Million Dollars Perform the

Professor Henry Morton, then a well-known physics researcher and president of the Stevens Institute of Technology, protested the praise given Edison's electric lighting system saying, "everyone acquainted with (the system) . . . will recognize it as a conspicuous failure."[3]

Early financiers of electric lighting argued strongly for isolated plants--single units to power the lighting of a single building from a location in the basement much like heating plants. Edison knew that central station service--one plant serving an entire area--was the only answer to electric power for the masses. He remained undaunted and in 1881 won the franchise to distribute and sell electric lighting in New York City. Previously conservative bankers loosened their purse strings and advanced Edison enough money to begin construction on a central station for New York.[4] For this purpose a subsidiary company was formed which became the parent of today's giant Consolidated Edison. Electric power, once thought to be a fad for the rich, was here to stay.

In March of 1881, a skinny 21-year-old Englishman named Samuel Insull arrived in the United States to work as Edison's private secretary. He quickly proved adept at organizing Edison's hopelessly complicated affairs, and was soon given full charge of Edison's business doings. Insull's biographer, Forrest McDonald, observes that for almost 12 years with Edison and for 40 years that followed,

Insull had one goal: "To make the Edison system work."[5]

He did. Insull became--with the exception of Edison--the key figure in the early development of the electric light and power business. He was "America's most powerful businessman of the twenties--and its most publicized villain in the thirties."[6] Along the way he developed mass production--before Henry Ford was credited with the idea; pioneered welfare programs; began rural electrification; encouraged the growth of labor unions; fathered government regulation of utilities; invented methods of marketing securities; and helped develop the modern concept and practice of public relations.[7] At its zenith, the Insull organization reached into 32 states and was worth several billion dollars--on paper. Middle West Utilities, parent holding company of Central Illinois Public Service Company, was part of the Insull empire.

During the last of the 19th century electric power continued its development, and two inventions were made which had great effect on the fledgling power industry. First, an electric street car system was perfected and traction became the number one user of electricity. Secondly, George Westinghouse and William Stanley invented a transformer which made AC (alternating current) power possible--greatly extending the transmission range of electricity. The spread of electricity which was to revolutionize our society had begun.

It Started With A Streetcar

Central Illinois Public Service Company began as the Mattoon City Railway Company in Mattoon, Illinois, in 1902, to provide streetcar service in that town. Two years later the company purchased an electric generating plant and distribution system--the beginning of an electric power system that has operated uninterrupted to this day. The firm gradually added other properties and franchises and when the name was changed to Central Illinois Public Service Company in 1910, it was furnishing electric service in the Mattoon-Charleston area, operating a heating plant in Mattoon, running street railways in the two cities, and an interurban system between them.[8]

The year 1912 was particularly significant for two reasons. First, company expansion began in earnest with the acquisition of 60 public service properties in communities in east-central, west-central, and Southern Illinois. The greatest challenges facing the company during these early years were to link the towns and areas together with transmission lines, "to abandon the small, inefficient power houses and to bring central station service to customers."[9] The second major change in 1912 was on August 1, when CIPS became a subsidiary of Insull's Middle West Utilities Company. The association with this holding company from 1912 until 1932 bent the "twig" in a way that affected the mature company "tree" in future years--

particularly in respect to public relations.

Beginning with his association with Thomas Edison, Samuel Insull showed a keen appreciation for the value of public relations in utility companies. He strongly believed that only if his customers knew what his companies were doing would they support them. Toward this end he published his first financial report in 1894--15 years before other corporations used the practice. In 1897 he sought every possible opportunity to make public appearances, and by 1900 was instructing his employees in public relations. His many public relations activities, combined with a great knack for well-timed rate cuts, kept Insull and his empire high in the esteem of his customers and employees during the first quarter of the 20th century.[10] Because of his pioneering development of the ideas and techniques of modern public relations practice, McDonald calls Insull "the link between P. T. Barnum and Madison Avenue."[11]

Holding, or investment companies (as Insull preferred to call them), maintained a relatively small but expert staff of utility executives to direct, advise, and lay down general policies to be followed by the operating companies in their organization. These executives specialized in many fields or departments. Important to CIPS' public relations department were the "publicity and public educational experts"[12] at Middle West Utilities. The

company magazine, CIPSCO News, reflected the tremendous emphasis Middle West and the entire Insull organization placed on public relations. No issue during the Insull "reign" was without some exhortation to more and better public relations. Reprints of articles or speeches in which Insull executives detailed the necessity for constant attention to public relations appeared frequently. Insull and his brother Martin, president of Middle West Utilities, were regular contributors.

In its first dozen years as an Insull company, CIPS' principal expansion was through extending its lines into small, rural communities which had not previously had electric service. By the end of this period, CIPS was serving almost 500 small towns. During this time, the cost of electricity for the lighting customer dropped from 15 cents per kilowatt hour (kwh) to less than half that amount.[14] Many of the local electric plants CIPS bought prior to becoming part of Middle West Utilities were also providing gas, water, streetcar, or ice service as well as electricity to their customers. CIPS moved into these businesses when it acquired the plants. By 1948 the company had narrowed its operations to providing only electric and gas service. But, during its history, CIPS has owned and operated 34 ice plants, 17 central heating systems, 6 street railway systems, 12 water utility properties, 71 miles of main track electric interurban lines, 45 miles of

interurban bus line, 10 gas manufacturing plants, one stone quarry, and one amusement park.[15]

A former company president recalls that the formative years of the company were often lean from a financial standpoint when "our employees would make house-to-house (bill) collections from customers, then the day's receipts would be rushed to the bank so there would be enough money on deposit to meet payrolls."[16] Often, work teams in the field would have to rent horses and wagons from local livery stables, and hire a labor force from local citizens. Many of these early recruits stayed with the company.[17]

Load Building

During CIPS' early years, residential electric service was available only at night since lighting was its only use. However, it soon became apparent that CIPS' load factor--ratio of kwh delivered by the system per month to the kwh that would have been delivered if the maximum demand had prevailed every hour of every day[18]--was the key to more efficient operation, lower customer bills, and higher company revenues. The introduction of the electric iron in the early twenties provided the perfect vehicle for launching a load building or merchandising program. A company sales force began door-to-door selling of this work-saver, and as a measure of their success, Tuesday, ironing

day, became the peak day for use of electricity.[19] After the iron, electric refrigerators, radios, and eventually electric ranges and water heaters increased the demand for electricity.

Although company appliance merchandising ended with the scarcity of appliances during World War II, CIPS' advertising and sales departments still vigorously promote a load building program through promotional and "share-the-cost" advertising.

Early Public Relations

Organized public relations began at CIPS when the company became part of the Insull organization. Early records of public relations activities and personnel are difficult to find. However, information on this period is available from employees who were with the company at the time, from company magazines and annual reports, and from records of conventions and conferences.

At a holding company conference, W. S. Vivian, director of public relations for Middle West Utilities, described the public relations programs of Middle West's operating companies as "foremost" in the industry.[20] He challenged chief executives attending the conference to support their public relations directors by: 1) making public relations a matter of prime importance within the company; 2) giving the director of public relations the

authority to arrange employee conferences to stress the importance of public relations to all employees; 3) appointing public relations representatives in each operating district to assist the director in carrying out company programs in that district; 4) making it possible for the director to attend conventions and conferences of all types to gain new ideas and insights; 5) providing the tools necessary to do a good job; and 6) establishing an "open-door" policy to the company president to facilitate discussion of plans and problems.[21] CIPS gave this support.

The most prominent name associated with CIPS' early public relations and advertising--they were often used interchangeably during these formative years--was that of F. S. "Daddy" Armstrong. He joined the company in 1912 when the Macomb, Illinois Gas and Electric Company was purchased. At CIPS, Armstrong became a specialist in a new position, that of safety agent. Great emphasis was being placed on the safe utilization of electricity by utility employees and customers. Much of Armstrong's job consisted of traveling around the company's operating area giving safety talks to children in schools, lectures on safety in the home, and first aid instruction. From this early form of community relations a more organized and aggressive public relations program was developed. Armstrong held a number of public relations and safety positions at CIPS and

was eventually given the dual title of director of public relations and safety agent.[22]

The first public relations department was staffed by three men devoted entirely to public relations work and two men assigned full time to safety. Many of the practices and programs employed by the department are still basic to any public relations department. News releases were made on a regular basis; a speakers bureau was set up with three or four men available at any time to give talks on the company, the industry in general, or on other matters of interest to the public; all company superintendents belonged to community civic clubs; and employees were trained in methods of dealing with the public so that the best possible company image would be projected.[23]

One member of Armstrong's staff deserves special mention. Charles L. Quaintance was a former circus barker who was extremely homely in appearance and had a pleasant, homespun manner of speaking--a natural for the rural communities which made up the bulk of CIPS' service area. Quaintance's main task was to tour the entire CIPS territory making speeches about the company and the industry. Considering the size of the territory and transportation problems existing during the 1920's, his output of as many as 150 speeches per year was extraordinary. His unofficial title was "CIPS Ambassador."[24]

CIPSCO News

The company magazine was first published in April 1920. Management now had an instrument for getting its message to each employee on a regular monthly basis. Company president Marshall E. Sampsell wasted no time in addressing his employees regarding public relations. On the cover of the first issue he wrote:

> Every man and woman connected with the Central Illinois Public Service Company should keep closely in mind that the company is in duty bound to extend courteous, fair and prompt treatment to those whom we undertake to serve.
>
> It will profit us little . . . to successfully carry out every other operating responsibility, if we fail to build up and sustain a proper public policy.
>
> It would greatly please me if every one in our company will . . . ask himself: How much am I doing, and how much can I do, to bring to the company good public feeling?[25]

Sampsell's enlightened understanding of what Cutlip and Center call "the management concept"[26] of public relations is further reflected in a subsequent comment regarding the necessity for good company performance as a foundation for public relations:

> I think that no paper on public relations should be presented, and no announcement should be made through any of our talks to our employees or otherwise, without impressing upon the audience . . . that we must give good service. Otherwise your public relations situation . . . goes by the board.[27]

The CIPS house organ began as what is today known as a "slick magazine." In its formative years it contained a variety of information ranging from results of athletic

contests between company and outside teams to articles on major issues in the power industry. Department picnics, the success of stock sales to the public and employees, births, deaths, and marriages were all material for CIPSCO News editors. The subject appearing most consistently in the magazine, as mentioned earlier in this chapter, was public relations. Reprints of speeches and articles on public relations written by people in the power industry and in other industries were plentiful, and were included in almost every issue. The June 1924 issue was devoted entirely to public relations. In addition to articles by Samuel and Martin Insull and other executives, this issue had stories from individual department heads within the company discussing the integration of public relations into their departments. The editors noted that their original intention was to include every department, but that "public relations work was so extensive that it would be impossible. . . ."[28] This public relations thinking spread throughout the company was indicative of what is today known as "integrating the function."[29] Further evidence was offered by the comment that:

> Every department within the company has displayed remarkable activity along the public relations line and almost without exception, public relations has become . . . an integral part of the regular work of each department.[30]

CIPSCO News remained an important part of the public relations department until the magazine was

temporarily discontinued with the December 1931 edition--a victim of company cutbacks necessitated by the economic depression of the thirties.

Women's Public Information Committee

The Women's Public Information Committee was organized at CIPS on October 18, 1922, soon after Middle West Utilities had begun the program at the holding company level. The main task of the committee was to provide women employees, whose daily work involved contact with the public, a program concerning the importance of public relations. Another aim was "the disseminating of information relative to the company and the industry necessary for the women employees to intelligently handle the important work which they do for the company."[31] However, it appears that much of the women's time initially was spent trying to convince skeptical company executives that as long as "the large number of utility women who composed the ultimate public contact were uninformed, satisfactory public relations could not be secured."[32]

Committees were established in each of the company's operating divisions, and at their regular (usually monthly) meetings, the ladies heard company executives talk on the importance of public relations. Typical discussion topics were: "Approaching a Customer"; "Handling Complaints"; and "Experiences at the Cashier's Window."[33] This special effort to provide women employees with an

opportunity to learn the fundamentals of the utility business and its dealings with the public continued as part of the employee information program until the depression began taking its toll of programs in the early thirties.

Utility Week

One of CIPS' first major efforts to inform its publics about the company and the industry was "Utility Week." This early version of today's "open house" was first held on a company-wide basis in May 1924. Advertising recommended the program as a step toward better service since "the best possible service can be most quickly obtained through cooperation and acquaintance. Utility week will be observed for that purpose."[34] Citizens throughout the service area were invited to visit the local CIPS facilities where escorts were available to show them through the properties and explain their operation. Special days were set aside for the general public, school children, and civic clubs.

Initial invitations were extended through notices included with customers' bills. The day before the program began, full page advertisements were run in local newspapers throughout the area as a reminder of the invitation. To create further interest and insure greater attendance, essay contests were held for students at the elementary, junior high, and high school levels. Student observations during their trips through company plants and other

properties were the subject of the essays. Measured by the number of entrants and content of the essays, the contest was extremely successful in encouraging student interest in the company.[35]

Displays, exhibits, and a relatively new channel for communication with the public--motion pictures--were set up in the various plants and offices to make visits more meaningful and interesting. The movies dealt with development of the entire industry and its importance in society, while the displays and exhibits focused on CIPS' activities and facilities. Utility Week thus became an annual public relations event for the entire company and remained popular until dropped in the early thirties--also a victim of the surgery necessitated by the depression.

The Illinois Committee on Public Utility Information (ICPUI)

When the United States entered World War I, Illinois Governor Frank O. Lowden appointed Samuel Insull chairman of the newly created Illinois State Council for Defense.[36] A main purpose of this "information committee" was to rally--through the use of public relations programs--a somewhat reluctant population behind the country's war efforts. Insull relished the assignment and his organization soon became the model for other states to follow. His activities as head of the Illinois Council are well documented.[37] Most important to this discussion is the

bookmarking were the subject of the session. Impressed by the number of workers and quantity of the session, the session was extremely successful in communicating student interest in the program.[32]

Similar, smaller, and relatively new programs—Peace Corps recruitment and internships, for example—were also in the various places and offices to which visits were arranged and interviews. The college's Career Development and Placement Office, for example, was helpful in arranging visits and interviews as head of the Illinois Chemical Corporation and Illinois Power Company.[33] Many important to site discussion is the devotion of the college placement office to the student. Illinois Chemical Corporation is the largest employer in the area, and Illinois Power is a relatively new employer in the area. Both companies are interested in recruiting graduates of the college. Illinois Power is a relatively new employer in the area, and Illinois Chemical Corporation is the largest employer in the area.

Public Utility Internships (cont.)
The Illinois Committee on

Upon the United States entered World War I, Illinois Governor Frank O. Lowden appointed Samuel Insull chairman of the newly created Illinois State Council for Defense.[34] A main purpose of this "information committee" was to rally—through the use of public relations techniques—a nonpartisan patriotism behind the country's war effort. Insull enlisted the assistance and his colleagues in the public utility industry to help with the committee's work. Insull's public relations men were assigned to the committee as head of the Illinois Chemical Corporation and Illinois Power Company. Many important to site discussion is the devotion of the college placement office to the student. Illinois Chemical Corporation is the largest employer in the area, and Illinois Power is a relatively new employer in the area. Both companies are interested in recruiting graduates of the college. Illinois Power is a relatively new employer in the area, and Illinois Chemical Corporation is the largest employer in the area.

fact that at war's end Sam Insull shrewdly recognized the potential value to his utility companies of a well-oiled propaganda organization patterned after the Illinois Council.

While the machinery of the Illinois Council was rusting from inactivity, Insull found his utilities facing a growing number of problems. Rates were rising, the state regulatory commissions he had fought so hard to get established were being attacked for their leniency in dealing with the utilities and the government--or public--ownership movement was growing in numbers and influence. Insull called his executives together in March 1919 and, after explaining the situation to them, challenged them to "get busy and do something about it."[38] The result was a transfer of the entire apparatus of the Illinois Council--including personnel--to the Illinois utility industry under the name Illinois Committee on Public Utility Information. In a speech that same year, Insull set the tone for the ICPUI's operations:

> I am a great believer in publicity. I believe it is our duty to the properties we manage, to the stockholders who own them, and to the communities they serve, that we should enlighten those communities on the situation. I believe in doing it not in any gumshoe way, but openly and boldly.
>
> The public utilities have the means of getting at their customers and at nearly every household in the state. If that is done often enough and vigorously enough and fairly enough, you will find the newspapers taking notice of the facts.[39]

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Water's operations.

So bold and successful were the campaigns initiated by the ICPUI under the direction of Insull's right hand man for public relations, Barney Mullaney, that the Illinois Committee served as pattern for similar committees in other states. By 1929, there were 28 state committees on public utility information covering 38 states.[40] Like the Illinois State Council for Defense, the output of the ICPUI was enormous. Every method possible was utilized to get the utility story before the public. A regular utility news service, news releases, pamphlets, booklets, special bulletins, and speakers bureaus were all part of the ICPUI's program. Incredibly, at the end of its first two years, the ICPUI had distributed more than five million pieces of literature, all "definitely placed."[41] Mullaney noted the success of his organization when he said:

> The state press uses the committee's news matter in quantity far beyond the most optimistic expectations. . . . Helpful editorials have appeared, literally by hundreds, where formerly there were none or only hostile ones. . . . It is noteworthy that the committee has not once been seriously accused, by newspaper, politician, or utility baiter, of trying to "propagandize" the public.[42]

But only a few years ahead lay a lengthy Federal Trade Commission investigation of what Senator Ernest Gruening called "the far-reaching propaganda campaign of the privately owned utility companies selling electric current."[43]

Insull's goals for the ICPUI--solving the post-war

problems, publicizing his utility companies and creating a reservoir of good will toward privately owned utilities--were achieved. By the mid-twenties the committee and other state committees it generated began the overextension that would lead to disaster. As William Adams observed in his master's thesis on Insull's public relations practices:

> A great amount of attention began to be focused upon the ICPUI and information committees in general. Seemingly to satisfy the public curiosity, the ICPUI began to turn out more and more material which justified its existence. . . . State committees--including the ICPUI--seemed to be concerned with quantity of publicity rather than quality.[44]

Attacks on utilities appeared more and more frequently in the newspapers while fewer and fewer legitimate news items about the utility industry were printed. The good press relations Mullaney boasted of earlier rapidly disappeared.

When the FTC hearings began in 1928, the public was primed for the worst. It was not long in coming. The investigation took seven years to complete and 95 volumes to document. In evaluating the work of the state committees, the investigators commented that "no campaign approaching it in magnitude has ever been conducted except possibly by governments in war time."[45] These hearings laid bare many highly questionable publicity-getting practices of the state committees under the direction of the National Electric Light Association, the industry's national public voice. The effectiveness of the ICPUI was destroyed.

As an Insull company, CIPS had supported and

> A great amount of attention ought to be focused upon the ZONES and implementing regulations to promote flexibility to satisfy the public convenience. The ZONES have to turn out more and more engineering work-related for relocations. . . . Public convenience--including the ZONES--seemed to be synonymous with economy of public rather than quality.[6]

carried out the programs of the ICPUI and, consequently, had to bear its share of the harsh public reaction to the revelations made in the FTC hearings. Former CIPS president Marshall Luthringer remembers that when the hearings began all company programs were reassessed to make sure the things CIPS was doing could be justified.[46] But the worst was yet to come--the stock market crashed in October 1929 and Insull's empire disintegrated in mid-1932, bringing millions of dollars in losses to utility investors.

The effect the FTC investigation had on the entire industry, combined with the Insull collapse and the depression, virtually eliminated the organized practice of public relations in many operating companies. CIPS was one of these.

The Depression Years

Following the stock market crash, utilities remained prosperous for a time. CIPS continued its growth and expansion throughout 1929 and 1930, but by 1931, as the depression deepened, the company began to feel the effects. Revenues dropped and expenses were trimmed to offset the decline. CIPSCO News was discontinued with the December 1931 issue as part of the cutback. Continued belt tightening, along with Insull's fall and the FTC hearings, provided the impetus for CIPS to drop the public relations department from its organizational chart in 1932. A small advertising

department was all that remained of what had been a very active public relations program.

Many company offices throughout the operating area were shut down and many personnel dismissed. In short, operating expenses were cut as low as possible to allow the company to sustain basic operations. As one of those required to inform employees that they could no longer be kept on the company payroll, Luthringer recalls the depression as one of the unhappiest periods of his life.[47]

On August 1, 1932, Middle West Corporation--the organization which took over the assets of Middle West Utilities--dispatched L. A. Magraw from Commonwealth Southern, a Charleston, South Carolina, holding company headed by Wendell Wilkie, to take over as company president. Magraw was the first and only president of CIPS who did not reach his position through company ranks. His financial acumen is credited with enabling the company to survive the depression.[48] The downward plunge of company revenues was arrested in 1934 and CIPS began the process of recovery. Throughout the thirties and forties, management's preoccupation with returning the company to a sound financial footing while expanding to meet the rapidly increasing demands for electricity permitted little time or inclination for restoring the "frills" eliminated during the severe cutbacks made a few years before. Management considered the public relations department one of these frills.

During this period, "the public relations function was assumed as well as it could be by people in the field."[49] The absence of any coordinated and sustained assistance from the general offices, and the lack of field personnel trained in public relations, made this effort at best a holding action. So, while CIPS' service continued to be generally good, the two-way communications channels between the company and the many widely scattered publics it served steadily deteriorated.

Simultaneously with CIPS' financial recovery, many things were happening which would chart the future course of the entire investor-owned power industry--particularly with respect to the very controversial issue of who should be entrusted with the franchises to provide electric power to the American people.

The Growth of Public Ownership

Speaking as a presidential candidate in 1932, Franklin D. Roosevelt said:

> I do not hold with those who advocate government ownership or government operation of all utilities. I state to you categorically that as a broad general rule the development of utilities should remain, with certain exceptions, a function for private initiative and private capital.[50]

Eight months later, as president, Roosevelt signed into law the Tennessee Valley Authority Act of 1933. This act was the first major victory for public power advocates and gave them strong encouragement. But the public ownership

movement had taken root many years before. Typically, Samuel Insull had foreseen the future debate when he cautioned in 1898, "a subject of growing importance is the question of the public ownership and operation of the undertakings now operated by electric lighting companies."[51]

In 1914, Carl D. Thompson formed the Public Ownership League of America. It advocated public ownership of all key industries, power being one of the major targets. A key figure during this time was Senator George Norris of Nebraska. Largely due to his efforts, Nebraska is the only state in the United States with 100 per cent public power. In 1924, he introduced a "Superpower" bill into the Senate which would provide for an interconnected system of electric power for the entire United States--under public ownership. Thompson's book on public power published the following year contains a map and explanation of Norris' ambitious plan.[52] The Norris bill failed to gain wide support and was defeated.

Several other organizations joined the Public Ownership League in supporting public power during the 1920's, but their effectiveness was very limited--at least partially because of the aggressive campaigns of the state committees on public utility information. Beginning with the FTC investigation in 1928, the public ownership movement steadily gained momentum. The Insull collapse that

conclusion."[82]

In 1914, Karl D. Thompson formed the Public Service Engineering Company. It advertised public ownership of all key industries, power being one of them except transportation. Thompson's book on public power published the following year contains a map and explanation of Morris' ambitious plan.[83] The Morris Dam, built to this day, was engineered and was developed.

Several other organizations joined the public ownership drive. But their electricity was only intended to supply their own members and was not for sale to the public

left thousands of disgruntled utility stockholders; the depression-spawned Public Works Administration and its make-work projects; TVA; and Presidential Executive Order No. 7037 establishing the Rural Electrification Administration (REA) in May 1935 all contributed significantly to the growth of public power in the United States. TVA and REA were to become the main targets of "information and education" programs generated by the investor-owned utilities in the years that followed. As subsequent chapters will demonstrate, CIPS was active in these programs, particularly after a formal public relations program was re-established at the company.

The rural electric co-operatives financed by the REA have evolved into perhaps the greatest thorn in the side of investor-owned companies.[53] Once electrification of the farm was nearly complete, REA began the move from farm to non-farm customers. Section 13 of the Rural Electrification Act of 1936 defines the "rural area" to be served by REA financed organizations as "any area . . . not included within the boundaries of any city, village, or borough having population in excess of 1,500 inhabitants. . . ."[54] Thus, the potential for controversy with a largely rural-oriented company like CIPS was created.

At this point in history it is not difficult to look back and speculate about REA. If investor-owned utilities had been a little more willing to take the

financial risks involved in bringing electricity to the farm on a large scale, or could have envisioned the great use the farmer would eventually make of electricity, or if there had been no depression and therefore a shortage of high risk capital to slow rural electrification, REA and the problems it brought for the investor-owned utilities might never have existed. However, REA was created and did a generally praiseworthy job of electrifying a large portion of America's farms. But subsequently its search for new markets placed it on a collision course with CIPS and other privately-owned companies that were recovering from the strain of the depression and were also set on expansion. The necessity to meet this threat of "government infringement" was the first of three factors which hastened the return of organized public relations to CIPS.

A New Era

Throughout the years of World War II, CIPS continued to expand, but at a reduced rate due to the scarcity of needed materials. The company debt reduction program begun in 1933 continued, and stock dividends grew as CIPS regained its pre-depression strength.

During the depression, when not only the investor-owned power industry but all business was on the receiving end of the public's wrath, a new tool for measuring this all-important public sentiment was developed. Public opinion sampling or the public opinion survey became a very

useful instrument of the business community. Electric utilities were quick to see the potential in this new invention.[55]

One of the early survey research companies was Central Surveys, Inc., of Shenandoah, Iowa. It was established in 1937 as a public and employee opinion survey organization, and immediately sought clients in the electric power industry. In addition to surveys conducted for individual companies (including CIPS), it provides industry-wide surveys for investor-owned companies through the National Electric Companies Public Information Program (PIP). A list of more than 120 individual companies served during the past ten years reflects the scope of Central Surveys' utility operations, and the importance utility companies place on systematic research.[56]

A national survey revealing the misunderstandings and general lack of information the public had about the electric power industry prompted creation of the Electric Companies Advertising Program (ECAP) in 1943. ECAP's job was, and still is, to keep the public informed, via a national advertising program, of "the facts about the power business . . . so they can understand it better."[57] Another national organization of the investor-owned industry is the National Association of Electric Companies (NAEC). It serves as the "eyes and ears" for the industry in Washington. Since 1933, the Edison Electric Institute

(EEI) has acted as the industry's national trade association. CIPS' participation in and support of these four organizations--PIP, ECAP, NAEC, and EEI--will be discussed later.

That employees provide the most frequent contact with customers and are the public's main source of information about a company has been basic knowledge in the power industry since the Insull days. But, like other public relations programs at CIPS, employee information activities ceased during the early thirties. Following the war, the growing threat from REA and the public ownership movement made well-informed employees essential if they were to act as intelligent "ambassadors" for CIPS and the investor-owned industry. A renewed employee information program was begun in January 1946. The employee information meetings begun that year were designed to provide employees with information on two broad general subjects, the company and the free enterprise system of business.[58] The importance of continuing and enlarging this program and having it competently administered was the second key factor in the creation of a formal public relations department at CIPS.

Even after CIPS had overcome the most pressing problems developed in the early thirties, there was considerable reluctance in management to restore any of the "fat" in people and expense that had been cut out, "until it was completely apparent that it was necessary."[59]

During this expansion period after the war, the attitude prevailing at CIPS seemed to be: provide a good dependable product, give good service and relations with the public will take care of themselves. However, history has proven that unless the people are kept adequately informed, good service and good products may go by the board. When there is an information gap, people will supply the information and will form their opinions on the basis of that information. The best method for avoiding this problem has been defined as "doing a good job and letting everybody know about it," or "good performance publicly appreciated."[60]

Just how large the communications gap between CIPS and the people in its Southern Division had become was revealed following approval of the company's first rate increase in 33 years in May 1954. The furor raised by politicians and the press drove CIPS to the defensive, kept the company in an unfavorable spotlight for an extended period of time, culminated in a much-trumpeted investigation of the company's rates by a committee of the Illinois Legislature, and became the third--and most important--factor leading to establishment of the modern public relations department at Central Illinois Public Service Company.

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[5]Forrest McDonald, Insull (Chicago: The University of Chicago Press, 1962), p. 29. Hereafter referred to as McDonald, Insull.

[6]Ibid., p. 3.

[7]Ibid., p. viii.

[8]M. S. Luthringer, "Looking Back to Look Ahead," An address at the CIPS 1968 Marketing Conference, January 18, 1968. Hereafter referred to as Luthringer, "Looking Back to Look Ahead."

[9]It Started With a Streetcar (Springfield, Ill.: Central Illinois Public Service Company, 1968), p. 3. Hereafter referred to as It Started With a Streetcar.

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[11]Ibid., p. 14.

[12]Martin Insull, "Public Utilities," CIPSCO News, June 1924, p. 7.

[13]CIPSCO News, See any edition April 1920 to December 1931.

[14]McDonald, Insull, p. 153. See also Hi Neighbor: We're Here to Serve You (Springfield, Ill.: Central Illinois Public Service Company, 1967), p. 1.

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CHAPTER 3

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[13] Chicago Home, Who Who Attends April 1930 to December 1931.

[14] Rothschild Thesis, p. 173. One View Of Relations [illegible] Public Service Company, 1917), p. 1.

[15]*It Started With a Streetcar*, p. 11.

[16]Luthringer, "Looking Back to Look Ahead."

[17]*Ibid*.

[18]*Electric Terms* (Chicago: Middle West Service Company, 1961), p. 17.

[19]Luthringer, "Looking Back to Look Ahead."

[20]W. S. Vivian, "Our Public Relations Work," *Proceedings of Middle West Utilities Company Conference*, October 24-26, 1923, p. 5. Hereafter referred to as *Middle West Utilities Proceedings*.

[21]*Ibid*., pp. 9-11.

[22]This account of F. S. "Daddy" Armstrong was constructed from several sources, particularly interviews with former CIPS President M. S. Luthringer and CIPS Treasurer R. E. Lindner, both on August 28, 1969, and *CIPSCO News*, June 1924 and October 1928.

[23]Luthringer interview, August 28, 1969.

[24]Lindner interview, August 28, 1969.

[25]*CIPSCO News*, April 1920.

[26]Cutlip and Center, *Effective Public Relations*, pp. 5-6.

[27]*Middle West Utilities Proceedings*, p. 12.

[28]*CIPSCO News*, June 1924, p. 40.

[29]Cutlip and Center, *Effective Public Relations*, pp. 203-22.

[30]*CIPSCO News*, June 1924, p. 40.

[31]"Women's Public Information Committee History," *CIPSCO News*, June 1924, p. 14.

[32]"Women's Public Information Committee," *CIPSCO News*, June 1925, p. 25.

[33]*CIPSCO News*, March 1924, p. 12.

[34]*Ibid*., June 1924, p. 29.

[11] Ibid., June 1934, p. 17.

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[13] Citizen's Public Information Committee," Citizen Board, June 1937, p. 32.

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[15] Citizen Board, June 1934, p. 40.

[16] Civic and Trustee, Information Public Relations, pp. 203-22.

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[38]Utility Corporations Report and Exhibits; Senate Document 92, 70th Congress, 1st Session (Report of the Federal Trade Commission to the Senate of the United States), Exhibits, pt. 2, p. 129. Hereafter referred to as Federal Trade Commission, Utility Corporations.

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[41]Ibid., Exhibits, pt. 2, p. 124.

[42]Ibid., pt. 71A, p. 63.

[43]Ernest Gruening, The Public Pays (New York: The Vanguard Press, Inc., 1931), p. xi.

[44]Adams, "The Pioneering Public Relations of Samuel Insull," p. 127.

[45]Federal Trade Commission, Utility Corporations, pt. 71A, p. 18.

[46]Luthringer interview, August 28, 1969.

[47]Ibid. See also It Started With a Streetcar, pp. 5-6.

[48]It Started With a Streetcar, pp. 5-6. See also Lindner interview, August 28, 1969.

[49]Luthringer and Lindner interviews, August 28, 1969.

[50]James A. Hagerty, "Regulation by Government of Utilities and Federal Ownership of Power Sites Urged by Roosevelt to Protect Public," New York Times, September 22, 1932.

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[58]CIPSCO News, December 1945.

[59]Luthringer interview, August 28, 1969.

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[51] Donald Jewell. "Public Control and Private
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CHAPTER II

STORMY TIMES

> Most electric companies hope for little more in the way of public relations than to be ignored. . . .
>
> --Fortune, 1950

Post-War Growth and the Rate Increase

Use of electrical energy nationwide has more than doubled every ten years since 1942.[1] Following World War II, CIPS continued to meet this increasing demand for electricity. By the early 1950's the company was rendering service to 515 communities in 61 of Illinois' 102 counties. These communities were scattered over 20,000 square miles--35 per cent of the state's total area--and were divided into three operating divisions: Eastern, Western, and Southern. The population of this third of the state's area comprised only 7½ per cent of the total electrical customers in Illinois, an indication of the sparseness of CIPS' service area.[2] To maintain the necessary production capacity, CIPS broke ground for a new generating station and increased the size of its existing facilities. The company also interconnected its system with those of other companies, producing savings in operating expenses as well as increasing the amount of power available to all members of the network.[3]

Summary Action

Power electric cooperatives began for little more th-
ble work of public relations that it has become. . . .
—Morrison, 1949

Open-door Dynamo and the Home Democrats

The 42 electrical cooperatives mentioned had every right
boasting every two years since 1941.[1] Twittering Bonin
Dam III: Close monitored to meet this increasing demand for
electricity. By the early 1970's the endpoint was beginning
benefits to the communities in di-ed Illinois' con-
counties. Three communities were monitored even to dep-
adjoin village--it per cent of the state's rural area--and
more dividend into those operating distance. Inverse.
Dearborn, and Boonboro. The beginning of this study of the
state's nine counties only 37 per cent of the rural
electrical customers in Illinois. In imitation of the
observance of Ohio, service area.[2] To maintain the
consumer cooperative capacity, Ohio issue control for a new
generated evasion and terminated the while it for Illinois
facilities. The company also incorporated its electric
with three of other companies. Peripheral electric is
power available in all members of the country.[3]

CIPS' expansion during and after the war was accompanied by a steady increase in the cost of nearly everything. Between 1939 and 1956 the cost of living went up 196 per cent. Wages and costs of materials necessary for company construction more than doubled. But during this period, the company's average price per kwh of electricity declined 31 per cent due to rate reductions. Higher residential bills in the early fifties reflected customers' increased use of electricity--more than three times as much as in 1939.

In July 1953, the company requested permission from the Illinois Commerce Commission (ICC) to increase its rates for electric service when:

> It became apparent . . . that the prevailing electric rates would no longer produce revenue sufficient to absorb the increasing cost of doing business and to produce earnings necessary to maintain sound credit position, which was essential to adequate and dependable service.[4]

The ICC authorized the general increase on May 19, 1954. Although the company had made numerous rate reductions since the last general increase in 1921, this particular increase became the catalyst for a storm of protest against CIPS--mostly from the Southern Division. As newspaperman Carl Mayhew observed:

> Electric rate increases granted area utilities in 1954 brought wide publicity and a chorus of complaints . . . , /but/ rate reductions applied each year from 1933 to 1947 . . . went through almost completely unnoticed.[5]

1939' depression during and after the war was
accompanied by a steady increase in the power of nearly
everything. Between 1919 and 1933 the amount of living room
per 100 per cent. Wages and costs of materials necessary
for comfortable consumption rose (much) more slowly. But during
this period, the country's average price for unit of
electricity declined 31 per cent due to less resistance.
Higher residential bills in the early 1930's reflected
customers' increased use of electricity--more than three
times as much as in 1919.

In July 1933, the company requested [illegible] Pro-
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produce earnings necessary to maintain sound credit
position. Which was essential to adequate and
dependable service.4

The ICC authorized the general increase on May 12, 1934.
Although the company had made numerous rate reductions
since the last general increase in 1921, this particular
increase became the catalyst due to a boost of product against
CIPS--mostly from the Southern Division. Te consolidation
[illegible] rates the Southern Division.

Electric rate increases granted were utilities in this
[illegible] wide publicity and a source of complaints
. . . Chic. rate reductions applied much more than
1933 to 1939 . . . were obviously almost negligible
[illegible].5

Southern Illinois

In another geographical area or at another time CIPS' rate increase might have been accepted with nothing more than the usual grumbling about climbing prices. Certainly the fact that no great objections were raised in either the Eastern or Western Divisions would seem to support this. But in Southern Illinois economic conditions had declined to the point of crisis for local citizens.

After World War II, unemployment in the area increased rapidly. Coal mining and agriculture, the two chief employers, were hardest hit. The dwindling demand for coal caused many mines to close, and the coal producers remaining were forced to mechanize their mines to meet the competition from other fuels. Between the 1950 and 1960 census, employment in the coal mines dropped 66 per cent.[6] Agriculture experienced much the same change occurring in the rest of the midwestern farm region. Here, too, mechanization was rapidly reducing the size of the labor force necessary to operate the area's farms. Overall, the population of Southern Illinois declined 11.9 per cent between 1950 and 1960 while the other two company divisions experienced a rise in population.[7] An editorial in the St. Louis Post-Dispatch summed it up:

> Southern Illinois is suffering from a complex combination of ills beyond the power of its local communities to cope with . . . ; from . . . Herrin, West Frankfort, Murphysboro . . . Johnston City and other communities the story is the same. Mines,

Southern Illinois

In another experiment were we to examine [illegible] cise, even increase slight have been required with nothing more than the usual crumpling upon straining [illegible]. Certainly the case that no great coherence were joined in either the Cadavers or Warners Divisions would some [illegible] support this. But in Southern Illinois economic conditions had resulted in the point of crisis in their [illegible] lifted Mario Tax 37. unemployment in the area [illegible] rapidly. Coal mining and petroleum, the two chief employers, were hardest hit. The Belleville Downed Rod coal mined many times is clear, and the most prominent remaining ones figured to [illegible] their mines to meet the competition from other fuels. Between the 1111 and 1960 census, employment in the coal mines dropped 31 per cent, Agricultural employment made the same steady contraction in the face of the mechanical farm revival. Even [illegible] observation was rapidly replacing the city in the labor force. Despite [illegible] to reverse the area's trend, the Department of Southern Illinois declined [illegible] to give more money to [illegible] [illegible] [illegible]

> factories and small businesses have shut down. Unemployment is critical and growing. Efforts at industrial rejuvenation have failed.[8]

A local resident put it another way:

> We are not enjoying boom prosperity. We have a real depression in our area. The latest official reports show there are 19,506 unemployed in the affected counties . . . , over 50,000 people are receiving federal food commodities in order to eke out an existence.[9]

Against this backdrop the announced raise in rates for electric service struck many residents as the proverbial "final straw."

Still, CIPS might have escaped with only minor damage to its pride and reputation had not the Olin-Mathieson Chemical Corporation listed electricity as one reason for the company's decision not to locate a much sought aluminum processing plant in the area. CIPS critics immediately charged that the company could not provide the necessary power. Olin-Mathieson Vice President W. C. Foster eventually refuted this argument when he wrote:

> The statement that we did not decide on Southern Illinois because of the apparent lack of electrical energy has come back to us several times, and it is not correct. In evaluating what power would cost us, our estimate of the base and standby power costs in Illinois were more expensive than at the site we selected on the Ohio River. . . .[10]

Thus, while temporarily defeating the argument of lack of adequate power, this comment provided more ammunition for those critical of electric rates.

The potential in using electric rates as the main plank in his 1956 campaign for re-election to the Illinois

Legislature was not lost on State Representative Bert Baker of Benton. Baker opened his attack on the power industry in Southern Illinois on February 27, 1956, with a call for a bipartisan legislative investigation of "excessive electric rates" in Southern Illinois. He promised to press for this investigation if re-elected.[11] Baker's attack and the Olin-Mathieson decision combined in early 1956 to rekindle objections and rally forces to fight the electric rate increase.

Newspapers quickly picked up the issue, and throughout the area they generally supported critics of power rates. In May 1956, the Southern Illinoisan in Carbondale began a series of seven page-one articles to provide an "in depth" look at the power rate argument.[12] Reporter Carl Mayhew attempted to examine both sides of the issue and managed to remain reasonably objective. An editorial summing up the series suggested that "a properly conducted investigation would be beneficial to all concerned."[13]

On April 20, 1956, a panel discussion before 50 newspaper editors attending a meeting of the Southern Illinois Editorial Association "pointed out rather dramatically that industrial expansion in Southern Illinois was almost impossible because other sections of the nation could supply huge quantities of electric power at a much lower rate than is available here."[14] In reporting the

meeting, the Cairo Evening News said, "The consensus . . . seemed to be that the power situation is choking out industry--both large and small."[15]

Resolutions at a June 1956 meeting of the Southern Illinois Mayors Association were less temperate. One charged that "investigations have shown rates charged by CIPS . . . are the highest in the United States," and as an afterthought added, "and above the state and surrounding area average." The resolution urged the General Assembly to conduct a full investigation of rate structures and if rates were found to be unfair as charged, to reduce them to appropriate levels through legislation.[16]

Management's Concern

CIPS management became more and more alarmed as the chorus of complaints grew. As a company executive later remembered:

> Scarcely a week went by without some newspaper in our service area taking an editorial poke at us in regard to our rates or just in general. Politicians used us as a whipping boy to get votes. The wife of one of our power plant employees was heard to say that the reason we were building a new (generating) unit . . . was that we had a power shortage.[17]

The rate problem accentuated the communications gap that now existed not only between CIPS and its customers, but also within its own family of employees. The shortage of power charge was totally inaccurate. Through its inter-connections with other companies, CIPS was actually

connections with other computers. CISP has actually
found complex new family resources. Through the inter-
mine within its own family of neighbors. The shortage of
new material not only prevents CISP and its customers, but
also hinders the computerized the communications and that
. . . was that we had a power shortage.[7]
the reason we built a power plant because we
one of our power plant engineers was issued to any that
added to be a multiple hub to the network. The wide it
reduced to one reason or less to several. Multiplexing
because of complicated plan. In a company computing labor
expenses:

CISP management borrows data and uses stored on the
application levels through implications.[8]

Management's Concern

CISP management borrows data and uses stored on the
cache memory stored on its matrix or storage. To reduce time to
execute a full recompilation of this environment and it
takes several hours. The computation ordered the General Executive
Officer, the Data Control Group said. "The environment . . .
because to be free the basic algorithm is reading our
investors--both large and small."[9]

Management is a time test quality of the Executive
Office Before reconfiguration must take placement. One
question that "investigations have shown rather studied by
CISP . . . are the highest in the entire station," and be an
effectiveness asked. "And there the tasks and automobile
make several." The computation ordered the General Executive
to execute a full recompilation of this environment and it
takes several hours to be matrix or storage. To reduce time to
application levels through implications.[10]

exporting surplus power in addition to supplying all that was needed within its own service area. But this had not been communicated adequately.

Former CIPS president Luthringer recalled that the constant attacks on the company became a very serious problem which was "difficult to meet with people locally who were not trained in public relations." Many uninformed questions were raised that pointed to the company's failure in getting the word to its publics. Luthringer added, "Until that time we had not seen the need for a formal public relations program. Once up against the problem we felt we had to go to an organized program with trained people."[18]

During the early fifties, CIPS was utilizing the management consulting services of Middle West Service Company, a well-known international organization of management and engineering experts located in Chicago. Robb M. Winsborough, a vice president of that company, was working closely with CIPS' management in developing the employee information meetings which had begun in 1946. In addition to his employee relations qualifications, he had established a solid reputation in public relations counseling. Overall, Winsborough's consulting work for Middle West was about half public and half employee relations since "it is hard to divorce employee relations from public relations."[19]

Winsborough's advice was sought concerning the

problem the company was having in its Southern Division and he made two recommendations which were subsequently adopted. The two programs Winsborough suggested would bring major changes to CIPS' dealings with both its customers and employees. First, he proposed that the company begin a program for regular measurement of public opinion toward the company in its service areas by employing the professional survey research services of Central Surveys, Inc. The second recommendation was that CIPS establish a public relations department within the company staffed by personnel competent to perform the specialized functions of such a department.

Central Surveys first conducted surveys for CIPS in 1938 in three Illinois towns, Bushnell, Petersburg, and Auburn. These surveys sought information regarding local attitudes toward granting the company franchises in the area, or were an attempt to gather information about city-owned electric systems.[20] But semi-annual surveys begun in 1955 were conducted for quite a different purpose. These continuing studies of customer opinions were designed to provide:

> . . . a periodic check on customer thinking--its trends and variations by divisions or communities . . . based on a plan . . . suited to utility companies serving many communities spread over a wide area, where top management is necessarily distant from local situations.[21]

The findings at the end of the first two surveys

were alarming. In half of the communities surveyed, 50 per cent or more of the people were critical of electric rates (compared to the national average of 32 per cent), leading the survey research company to comment:

> As a rough rule of thumb, the 50 per cent mark might be regarded as a danger point, from the standpoint of criticism so excessive as to involve a danger of townspeople being receptive to public ownership agitation.[22]

Given the specter of public takeover, management needed no further indication of the seriousness of the situation. Jay Paul Wade, a professional public relations practitioner, was employed as manager of public relations. His task was to build a public relations department and to assume responsibility for all public relations activities of the company.

Jay Paul Wade

After public relations was removed from the company's organization chart in 1932, the only semblance of formalized contact with the public was through the advertising department. However, its activities were largely limited to "sell the product" advertising and publication of the company magazine--which had returned to print in 1939.

The advertising manager was scheduled to retire in 1957. To facilitate some economy in the establishment of the new department--and possibly to satisfy any lingering

management skepticism about a public relations department--it was decided that his replacement would manage public relations and advertising under a single department. So the search began for a man with qualifications to fit the job. Once again Robb Winsborough was consulted. From his many contacts throughout the utility industry, he located and recommended Jay Paul Wade. Wade was then a senior account executive with the New York office of Bozell & Jacobs, an advertising and public relations firm well known in the utility industry. He was living in Owensboro, Kentucky, where he was "on site" executive for the Texas Gas Transmission Corporation account. He joined CIPS on June 1, 1956, to establish a separate public relations department and to take over the combined departments when the advertising manager retired in September 1957.

Like many public relations practitioners, Wade came from a newspaper background. He began working in his father's rural Louisiana newspaper plant when he was 12 years old. There he learned the mechanics of newspaper production which proved valuable in later years. He served as editor of his college newspaper and became editor of the Ruston, Louisiana, Daily Leader in 1940, at the age of 20. Following service with the Marines during World War II, he held editorial posts with several weekly newspapers in north Louisiana before joining the Shreveport offices of Bozell & Jacobs as "public relations representative for the

firm's clients." Wade's assignments involved work with a number of utility companies, a task which gave him a thorough knowledge of utility public relations problems and practices.

Recalled to active military duty during the Korean War, he returned to the newspaper business briefly when the truce was signed. In 1953 he took his final position with Bozell & Jacobs. Bozell & Jacobs handled the Electric Companies Public Information Program account at that time. As one of the originators of the PIP idea, Winsborough knew the Bozell & Jacobs organization well. It was through this relationship that he learned that Wade was looking for a position where he could develop his own public relations organization and programs, and administer them as a member of the company rather than as an "outsider." Based on Winsborough's recommendation, Wade's record, an interview with Wade, and discussions with Bozell & Jacobs and Texas Gas, CIPS management decided Wade was the man they were looking for.[23]

Jay Paul Wade's enlightened understanding and thorough grasp of the basic principles and practices of modern corporate public relations enabled him to establish an active, aggressive department at CIPS which earned respect for him and the company throughout the investor-owned utility industry. More important, Wade won the enthusiastic support of management and employees, an

essential if a public relations department is to accomplish its mission.

Public Relations--a Beginning

Wade arrived in the summer of 1956 during the height of the attacks on the company. He came into a company whose service was good--surveys have consistently reflected customer satisfaction with electric service--but which was viewed by its customers, and even some employees, as a cold, impersonal organization little concerned about the customer's welfare. Ahead lay the very strong possibility of some sort of investigation of the company's rate structure by the Illinois Legislature and the public attention it would bring. But the immediate problem was to neutralize the hostile attitude shown toward the company by the press, politicians, and much of the general public by re-establishing communications, and then understanding, between the company and its many publics.

Wade's position was both enviable and difficult. While he was not bound by past practices, he had no foundation of recent public relations successes to build on. He was well aware of the skeptical--even cynical--attitude he might face from some of his fellow employees, although management's support, once committed to the program, was never in doubt. The retiring advertising manager, less than enthusiastic about the new department, offered little assistance. Wade knew that a public relations man must be

Public Relations--A Beginning

Wade arrived in the summer of 1970 during the height of the struggle at the company. He knew that a company whose survival was good--earnings rose moderately, reflected customer satisfaction with electric service--but which was viewed by its customers, and even some employees, as a cold, impersonal organization little concerned about the customer's welfare. Added to the very strong possibility of some sort of investigation of the company's rate structure by the Illinois Legislature and the public distortion it would bring. Even the immediate problem was to reverse the hostile attitude shown toward the company by the press, politicians, and much of the general public by re-establishing communications, and then cooperatively behaving the company and its many publics.

Wade's position was both workable and difficult. While he was met buried by poor practices, he had an impression of decent public relations procedures to build on. He was well aware of the skepticism--even cynicism--attitude he might face from some of his fellow employees. Although management's support, once committed to the process, was there in depth. The retiring advertising manager, just that unsympathetic about the new department, offered little assistance. Wade knew that a public relations man must be

a super-salesman if he comes into a company which has had no public relations department in recent years. At the same time he realized that "overstatement or promise of too much from public relations can be disastrous."[24] With these precautions in mind, the new public relations manager took the first steps in creating a public relations program at CIPS.

Cutlip and Center counsel that before the initial program is planned:

> . . . the public relations man goes back to school. . . . He becomes a student of his environment. . . . He listens to learn of changes in attitude and policy that have taken place through the years. He studies all the departments in the organization . . . he reads the files . . . he goes through employee handbooks, statements of policy, typical letters going out . . . , the organization's history, financial reports and various brochures.
>
> . . . /He/ is looking for past or potential causes of breakdown in the communications of the organization with its publics.[25]

For two months Wade did just that, and in mid-August 1956 presented management with an operating plan for a comprehensive public relations program at CIPS. In the foreword to the plan he emphasized that the public relations department should not be regarded as a fire brigade to act only in times of emergency, but that good relations with the public "must be developed on a long-range basis." He further stressed that "a company whose product is bad, prices too high, or whose personnel antagonize customers cannot expect public relations to serve as a cure-all."[26]

The public relations plan was built around six main objectives. Some of these objectives were formulated from Wade's research findings, but also included were goals basic to any utility or other corporate public relations program. They were:

I. To build identification of the name of Central Illinois Public Service Company so as to distinguish the company from other utilities having similar names.

II. To maintain press relations and provide information to the public through the press on CIPS' record of service, achievements and contributions to the service area.

III. To develop a better understanding by the public of the need for adequate rates to assure the area of continued adequate and dependable service for the future.

IV. To intensify community relations by working with local business, civic and educational groups, and to undertake programs designed to better the CIPS operating area and thereby further establish in the public mind the company's desire to be a good citizen of the area.

V. To develop a better understanding on the part of all CIPS employees of the problems of the company and the electric industry, and to enlist their aid in creating favorable public opinion.

VI. To conduct a continuing and expanding program of education and information for the press and opinion leader groups on the public vs. investor-owned power issues in order to help preserve the free enterprise system. [27]

Along with his overall objectives for the company, Wade carefully specified the chain of command through which the new department would operate. Now that the public relations department would be the focal point for the

dissemination of information on company operations and policies to the public, it was imperative that:

> The manager of public relations . . . be kept advised on all matters affecting company policy, and . . . be consulted by all departments before information is released or projects are initiated that affect policy. This includes the preparation and distribution of various printed matter that reaches the public.[28]

The conclusion to CIPS' new public relations program reflected Wade's knowledge and understanding of his profession:

> We must work at public relations if they are to be successful. That means we must constantly seek new and improved ways of making friends with the people in our operating area. Every activity of any department in the company must be weighed carefully as to its effect on the public relations program.[29]

Management thought the plan was a good beginning. Now it was up to the new department to produce results. The first two steps in Cutlip and Center's four-step public relations process,[30] fact-finding and planning, had been carefully executed in drawing up the initial plan. Communication, the third step, became the main task of the public relations department. After all, as Luthringer commented, the company's main problem--the rate controversy--was created "through a lack of communication."[31]

NOTES

CHAPTER II

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[3]Luthringer, "Looking Back to Look Ahead."

[4]*It Started With a Streetcar*.

[5]Carl Mayhew, "Cuts in Electric Power Rates Get Little Notice," *Southern Illinoisan*, May 16, 1956, p. 1.

[6]*The Economy of the Area Served by Central Illinois Public Service Company* (Cambridge, Mass.: Arthur D. Little, Inc., 1963), p. 8. Hereafter referred to as *The Economy of the Area Served by CIPS*.

[7]*Ibid.*, pp. 5-7.

[8]Editorial, St. Louis *Post-Dispatch*, March 5, 1956, p. 4A.

[9]"Southern Illinois Power Rate Quiz Urged," Chicago *Daily News*, February 28, 1956, p. 1. Hereafter referred to as "Power Rate Quiz Urged," Chicago *Daily News*.

[10]Carl Mayhew, "Area Electric Rates a Vital Issue," *Southern Illinoisan*, May 13, 1956, p. 1.

[11]"Power Rate Quiz Urged," Chicago *Daily News*.

[12]See *Southern Illinoisan*, May 13-18 and May 20, 1956.

[13]Editorial, *Southern Illinoisan*, May 22, 1956, p. 4.

[14]Cairo (Ill.) *Evening News*, April 21, 1956, p. 1.

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CHAPTER IV

[illegible]

[illegible] New York: Morgan Electric Services, 1928), p. 42.

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[illegible] La Salle Week a Milestone.

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[illegible] Newsmen Eldorado Praise Cars Quite "Joyed," Evening Daily Times, February 20, 1928, p. 1. Hereafter referred to as "Newsmen Praise Quiet Voyed," Cadillac Daily News.

[illegible] Carr Mayhew, "Cars Cadillac Makes a Visit Thanks," Manchuria Illustrated, May 13, 1928, p. 1.

[illegible] "Power Make Quiet Voyed," Cadillac Daily News.

[illegible] New Eldorado Illustrated, May 13-18 and May 20, 1928.

[illegible] Editorial, Eldorado Illustrated, May 25, 1928, p. 4.

[illegible] Cadillac (III.) Evening News, April 21, 1928, p. 1.

[15]Ibid., p. 2. This meeting was well covered in most Southern Illinois newspapers. For examples, see Brookport Independent and Palestine Register, both dated April 26, 1956, p. 1.

[16]Southern Illinoisan, June 19, 1956, p. 1.

[17]Jay Paul Wade, "Public Relations is Everybody's Business," Speech delivered to a CIPS supervisory personnel conference, October 30, 1962, at Monticello, Ill. Hereafter referred to as Wade, "Public Relations is Everybody's Business."

[18]Luthringer interview, August 28, 1969.

[19]Personal interview with Robb M. Winsborough, September 5, 1969.

[20]Danforth letter, August 21, 1969.

[21]Letter from Central Surveys to CIPS dated December 20, 1954.

[22]Year-end Report, Central Surveys Public Opinion Survey for CIPS (Shenandoah, Iowa: Central Surveys, 1956), p. 4.

[23]This background on Wade was constructed from several sources, primarily biographical data from CIPS files and interviews with Wade and Winsborough.

[24]Personal interview with Jay Paul Wade, August 29, 1969.

[25]Cutlip and Center, Effective Public Relations, pp. 217-18.

[26]/Jay Paul Wade/ Operating Plan for Public Relations Program for Central Illinois Public Service Company (Springfield, Ill.: Central Illinois Public Service Company, 1956), p. 1. Hereafter referred to as /Wade/ Operating Plan for Public Relations.

[27]Ibid., p. 2.

[28]Ibid., p. 3.

[29]Ibid., p. 48.

[30]Cutlip and Center, Effective Public Relations, p. 108.

[31]Luthringer interview, August 28, 1969.

[10]Ibid., p. 3. This meeting was well covered in
many Dunthorn Tribune newspapers. For examples, see
Newspaper Independent and Telegram Registered, both dated
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[11]Dunthorn Tribune, June 19, 1926, p. 1.

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Reference reviewed in an Webb, "Public Relations in Every
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[13]Undertaker interview, August 19, 1972.

[14]Personal interview with Rose M. Wiedenbaum,
September 2, 1969.

[15]Woodcraft Letter, August 21, 1926.

[16]Letter from General Manager to Club dated
December 20, 1924.

[17]Dan Dunn Editor, General Manager Public Opinion
Survey for Club (Pennsylvania, Iowa: Capital Survey, 1950),
p. 4.

[18]This information on Club was researched from
several sources, primarily biographical data from Club
files and interviews with Webb and Wiedenbaum.

[19]Personal interview with Jay Paul Webb, August 19,
1969.

[20]Purity and Cleanse. Effective Public Relations.
pp. 317-18.

[21]Jay Paul Webb, Cooperative Plans Key Profits
Increasing Progress for General Illinois Public Service
Company (Aberdeen, 111.: General Illinois Public
Service Company, 1936), p. 1. Hereafter referred to as
Webb, Cooperative Plan for Public Relations.

[22]Ibid., p. 2.

[23]Ibid., p. 3.

[24]Ibid., p. 88.

[25]Purity and Cleanse. Effective Public Relations.
p. 100.

[26]Interchange interview, August 20, 1969.

CHAPTER III

TURNING THE TIDE

> If the public relations profession can . . . become the corporate conscience openly, fearlessly and wisely, speaking not only *for* business but *to* business, then it will have more than redeemed its name.
>
> --Robert L. Heilbroner

The list of objectives offered in the new public relations plan were ambitious for a company which for so long had not been organized for effective communication with its publics. The plan called for "a great deal of overhauling and modernization . . . until there was not a utility company anywhere that could say it had done a better job at trying to create better relations with its public and its customers."[1] Along with each of the six basic objectives, Wade provided a detailed program for accomplishing that objective.

The plan also included a timetable for carrying out each of the projects recommended and a list of persons or departments responsible for each project. While a majority of the proposed new programs necessarily came under the public relations and advertising departments, the new public relations manager showed no reluctance in asserting that the responsibility for other projects and functions

CHAPTER III

PLANNING AND PLANS

[illegible] . . . Because
the challenge confronting Beverly, Dorchester and Clearly,
appealing not only [illegible] but [illegible] and clearly,
will [illegible] [illegible] like woods.

Chapter I. Objectives

The list of objectives offered in the new Public
Services Plan were [illegible] for a changing world [illegible]
[illegible] had not been organized for effective communication
with its [illegible]. The plan called for "[illegible] [illegible]
evaluation and modernization . . . until there was not a
single [illegible] objective that could not be put into a
[illegible] [illegible] to assess better relations with the
public and its [illegible]." Many [illegible] of the new
[illegible] objectives. Some provided a detailed [illegible]
responsibility [illegible] objectives.

The plan also included a [illegible] the objective and
part of the [illegible] recommended and a list of [illegible]
[illegible] responsible for each [illegible]. While a majority
of the proposed new [illegible] were [illegible] [illegible] some
of the [illegible] were [illegible] [illegible] the
public relations and [illegible]. The new
public relations [illegible] appeal to [illegible] it [illegible]
that the responsibility for [illegible] and [illegible]
[illegible] the [illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible] [illegible]
[illegible]

belonged to management and other departments.[2]

Company Identity--A First Step

Jay Paul Wade's firm belief that a company's image is essential to its success in all areas is reflected in his comment that:

> . . . the basic job of public relations is to establish a desired image of a company in the minds of the public. If you are successful in this, then there are literally hundreds of techniques which can be employed in communicating with the public, and your position on public issues will be respected.[3]

A company's image begins with how the public visually identifies the company. Thus, it is not surprising that the first of the six objectives concerned the need for establishing a modern visible identity for CIPS.

In the introduction to his reader on various aspects of developing a corporate image, Lee Bristol, director of public relations for Bristol-Myers, defines corporate or company image as:

> . . . merely the picture which your organization has created in the minds of your various publics. . . . Whether you consciously do something about it or not, your organization . . . will have a definite image, and chances are this image may be more important . . . than we wish to admit.[4]

A 1958 report of an Opinion Research Corporation study of the images of 22 leading companies pointed out the importance of projecting a favorable image:

> . . . the basic job of public relations is to establish a durable image of a company in the minds of the public. If you are successful in this, then there may *literally* hundreds of technicians within may be employed in commemorating with the public, and your position on public issues will be reinforced.[3]

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descriptors or company image as:

> . . . merely the picture which your corporation has created in the minds of your various publics. . . . Whether you consciously do something about it or not, your corporation . . . will have a definite image. And chances are this image may be more important . . . than we wish to admit.[4]

A 1958 report of an Optimum managed Corporation study of

the images of 32 leading companies pointed out the impor-

tance of portraying a favorable image

> Company managements set about deliberately to control their images because these images in turn control human behavior. Based on the images in their heads, people constantly take actions favorable or unfavorable to the company.[5]

Yet, in his early fact-finding tour throughout the company's service area and his review of company printed materials, Wade found a depressing situation:

> . . . We were using just about every conceivable type style on the hundreds of different forms, brochures, etc., the company produced. Some of the type we used . . . would have been more in place in the gay nineties. Yet, here we were promoting modern electrical living.
>
> We had no symbol or trademark. . . . Most of our signs were antiquated. . . . The decals on our trucks were hardly visible in the daytime, much less at night. Little wonder customers frequently confused our workers with those of the telephone company.[6]

The name Central Illinois Public Service Company is unwieldy--particularly when repeated in conversation or a news story. However, no abbreviation had been designated for official company use. C. I. P. S., CIPS, and CIPSCO were being used interchangeably in conversation and in print.

To build identification of the company and to contribute to its image as a modern, progressive organization, the new public relations plan offered a number of recommendations; among them: adoption of a company symbol, abbreviated name and a definite color scheme; renovation of office exteriors and interiors throughout the service area to standardize their colors and make them as modern as

possible; the use of attractive displays of appliances and other load building equipment in business offices; and the air-conditioning of all offices--both because it was consistent with company appeals to use modern electric appliances and because it was important to employee relations.[7]

Work on most of these recommendations was implemented as rapidly as possible and a "new" company emerged in Central and Southern Illinois. Conversion of typefaces to more modern styles began; the newly designed insignia was put on company vehicles, signs, and printed materials; those responsible for company offices began thinking and planning for short and long term modernizations; large attractive signs were placed at power stations and other large installations to let the public know who owned them; and special signs were designed and placed at CIPS work projects to stress the company's progress and expansion, and to apologize for any public inconvenience.

New Contact With the Media

Once efforts to identify CIPS in the eyes of its publics were underway, the other recommendations in the new plan received attention.

The new public relations department had to be established as the point of contact for the media, and "the manager of public relations /as/ . . . the liaison man

between the press and the utility."[8] Personal contact with the media through visits to the offices of newspapers and radio stations as well as media tours of company facilities was planned. Wade cautioned that the company must avoid overselling itself. The purpose of these visits and tours should be to "promote a closer relationship and better mutual understanding between the press and our company."[9] Where an information vacuum had existed before, the public relations department would keep the media informed through news releases, photographs, and special information kits.

The Community and the Employees

For a public relations practitioner, community relations can be a very pleasant part of his job. But here, more than in any other area, he needs the help and cooperation of management and employees. No matter how many methods are used to reach local citizens, opinions of a company are most often based on personal contact with employees of that company. The meter reader, the lineman, the secretary, and the vice president all represent the company to the public. Wade summed up the effect of the individual employee:

> If he does his job well, the company is considered an efficient organization. If he is courteous, the company is considered a nice company with which to do business. If he takes an active interest in the affairs of the community, the company is a progressive, civic-minded institution which is worthy of support on public issues.[10]

Employee participation in community affairs and organizations was not new to CIPS, but the plan recommended an even stronger company policy to encourage greater participation. This included expanding the number of employees whose membership dues in civic organizations were paid by the company. The thinking behind this recommendation was sound:

> It is believed that the friends . . . won for the company through the association of company employees with members of various organizations will more than repay us for the money expended on dues. Civic work also helps train personnel for future additional responsibilities with the company.[11]

John W. Hill, founder of Hill and Knowlton public relations firm, has written that one of the most significant developments in industry during the last quarter century has been management's deepening sense of public and community responsibility."[12] In the new public relations plan, Wade recommended that CIPS fully accept this responsibility. Cooperation with community development programs, company sponsored national advertising promoting Central and Southern Illinois as attractive locations for new industry, spacial industrial tours in the three operating divisions to encourage new industry, plant tours for general and special publics, and youth programs all were suggested.[13]

Identification of opinion leaders is basic to any community relations program. Cutlip and Center consider it

the first step.[14] Wade recommended special tours and briefings for this group, and offered management an abbreviated list of potential opinion leaders in CIPS' area. Additionally, he recommended placing them on a special mailing list to receive copies of institutional-type and industrial development advertisements and other important information about the company and industry.

Personal contact with local citizens through home service representatives, employee training in courtesy when dealing with customers, congratulatory cards for people who were elected to an office or given an award, and a special effort to see that new customers got a warm welcome from the company were advocated as ways to humanize the company to local communities.

Since employees are the major factor in community relations, it was only natural that employee relations dovetail with the community relations program. If the company was to communicate with the community through the employees, it was imperative that these employees be knowledgeable on all aspects of their company and industry. Management had realized the importance of informed employees sometime before the decision to establish a public relations department was made--hence the employment of Robb Winsborough. But until the public relations department was created, CIPS had no personnel or department possessing the specialized communications skills and time

required to carry out the employee information function on a continuing and effective basis. The manager of public relations was charged with this responsibility.

The new public relations plan made several recommendations to improve the employee information program. The most significant were: 1) special meetings with various groups of employees to discuss fringe benefits, personnel policies, public relations, etc., and to give employees a chance to make their feelings known to management; 2) expanding the company magazine to include information on important industry issues--such as private vs. public power--with emphasis on how these issues affect the employees; 3) special bulletins on items of particular interest to all or just supervisory personnel, depending on the content; and 4) periodic surveys to check trends in employee thinking and opinion.[16]

Ownership and Rates--Misunderstood Issues

Wade's list of public relations objectives did not ignore the two most critical problems facing the company.

Nationally, the survival of the investor-owned industry depended on the success of individual companies in convincing their publics that investor-owned companies could do the best possible job of providing electric power for the nation, and that "subsidized public power created unfair competition." The first step in accomplishing this

mission was simply to inform the people as to the ownership of their power system. Dwight Van Meter, of N. W. Ayer & Son, the agency that developed the national advertising program for investor-owned electric utilities, noted that:

> . . . a tremendous number of people today favor government ownership merely because they are happy with the service they get from utilities which they mistakenly believe are publicly owned. Undoubtedly the presence of state and city names in many of the utilities' corporate signatures--plus the phrase Public Service--has some connection. . . . Until a . . . customer is clear on the question of who owns his electric company, he certainly can't be much help in a controversy over who should own it.[17]

The plan proposed that CIPS provide its customers with facts about the ownership controversy through information kits (particularly to the media), speeches, news releases, bill inserts, direct mail, and advertising. At the same time, Wade advised that the program be specific and direct, without overloading the public with "a lot of idealistic arguments."[18] He pointed out that the public would give little attention to information on the power industry unless it concerned them directly.

Locally, CIPS' greatest concern was the criticism of electric rates. To meet this problem a program was offered to tell people, as simply as possible, how their rates were established. Speeches, news releases, bill inserts, bill analysis in customers' homes, and plant tours would hammer hard on the themes of general rising costs, the utility's great investment, increased use of electricity,

and the special nature of CIPS' service area. Wade emphasized that:

> The story must be told, and re-told at every opportunity. We cannot sit back smugly and assume that the criticism will stop. We must take the offensive--and we must use every ethical method at our command.[19]

Stopgap Public Relations and an Untimely Rate Cut

A few months after Wade came to CIPS he wrote a memorandum to management recommending that a former colleague of his at Bozell & Jacobs, John Haigwood, be hired as public relations supervisor. Haigwood had a great deal of experience in advertising, and it was planned that he would become advertising supervisor when the manager of advertising retired in 1957. The recommendation was approved, and Wade, Haigwood, and a secretary were the public relations staff until C. W. Chiles, the advertising manager, retired on September 1, 1957.

During the overlap period Chiles continued in charge of general sales promotion advertising while public relations undertook two specific advertising programs in response to problems the company faced.

In the fall of 1956, area development advertising was begun "to help identify the area we serve in the eyes of plant location agencies and industrialists as an attractive place for new plants."[20] The ads were published widely and reprints accompanied by special memos were mailed directly to approximately 6,000 opinion leaders in

the operating divisions. These first ads were an emergency measure to counter criticisms that CIPS had no interest in industrial development of its service area. It was also hoped they might have a positive effect on the legislative hearings into CIPS' rates.[21]

The second advertising campaign generated by public relations was a series of monthly public information ads featuring a single CIPS employee. Linemen, engineers, home service representatives, tree trimmers, boiler operators, and others were photographed on the job or rendering a community service. The text of the ad linked their job to some facet of the customer's electric service. These ads were published in newspapers throughout the company's operating territory. Their main objectives were to project the human side of the company to the public and to bolster employee morale within the company. Most of the ads also included a small box containing information about the cost or use of electricity.[22]

Normally a rate decrease elicits a favorable response from a utility's customers. But announcements of a decrease in CIPS' rates in September 1956 met with mixed public reaction. While most people were happy to receive a lower electric bill, this decrease, coming so close on the heels of the 1954 rate increase, made the justification for that rise seem even more questionable. Actually, CIPS had conducted a number of conferences with the Illinois Commerce

the operating strategies. Those first ads were to accompany measures to counter activities that CIDC had or imposed in industrial development of its service area. In one case, hoped that might have a positive effect on the legislative banning land CIDC' return.[31]

The second advertising campaign sponsored by Public relations was a series of monthly public information ads featuring a single CIDC employee. Pioneer, engineers, those service representatives, even lineworkers, boiler operators, and others were photographed on the job or receiving a community service. The text of the ad listed their job by name, length of the customer's electric service. Those ads were paid for by the customer's electric service. Those ads were published in newspapers throughout the company's operating territory. Their only objective was to position the human side of the company to the public and to inform employee morale within the company. Most of the ads also featured a small box containing information about the cost or use of electricity.[32]

Basically a term describes utility a favorable response from a utility's customers, but measurements of a successful is CIDC' review in September 1978 not with mixed public reaction. While most people were happy to receive a lower electric bill, some Kearneyan, reading an the heels of the 1974 rate increase, made the identification for other area must more questionable. Naturally, CIDC had encountered a number of confrontations with the Illinois Commerce

Commission leading up to the decrease.

In 1950, the company became part owner of Electric Energy, Inc. This corporation was organized to construct and operate a steam electric generating station near Joppa, Illinois, to supply a substantial portion of the power required by the Atomic Energy Commission Works at Paducah, Kentucky. At the time of the 1953 rate increase request, CIPS did not anticipate any major increase in revenues from that source. But a subsequent change in operations at the AEC facility resulted in sizable additional earnings.

One of ICC's tasks is to regulate the rate of return Illinois electric companies receive on their investments to insure that it is not excessive. The increase granted in 1954 was computed to allow CIPS a return of 5.9 per cent, but increased returns from the Joppa plant brought earnings above that level. After conferring with the ICC, CIPS filed for and received ICC approval of a new, lower rate schedule.

For a utility to change its rates, the ICC must issue a "directive." News stories about the CIPS reduction indicated that it was "in keeping with a directive from the Illinois Commerce Commission."[23] Despite the explanations offered, much of the public thought CIPS was being forced to lower its rates against its will. The standard legal terminology in which a regulatory body approves or disapproves any type of application is usually recorded as an

"order." In preparing stories on orders of special interest to their readers or audiences, newsmen frequently describe the action by saying the agency "allowed" a company to increase its rates, or "directed" or "ordered" a decrease. This technicality is a constant thorn in the side of the utility public relations department.[24]

In November 1956, Representative Bert Baker was re-elected to the Illinois Legislature. Shortly afterward he moved to make good his campaign promise of an investigation of "excessive electric rates" in Southern Illinois.

The Investigation--a Public Relations Opportunity

Early in 1957, Illinois House Resolution No. 21 was passed authorizing an investigation of electric rates in Southern Illinois. Pursuant to this resolution a House Committee was appointed to investigate:

1) the cost of electricity . . . in the southern one-third of the state;

2) the difference in cost in this area and the cost in the other areas of this state and . . . of other states immediately adjoining . . . ;

3) the reason or reasons for such difference in cost;

4) to what extent the cost of electricity . . . is discouraging the introduction of new industries and business in this area;

5) to what extent the cost of . . . electricity is reflected in higher prices for goods and services in this area or lower profits from the manufacture, distribution or sale of such goods and services;

6) to what extent the cost of . . . electricity is a factor in causing industries and business to cease operation in this area; and

7) to what extent said cost is otherwise affecting and impeding the economic growth and development of this area of the state.[25]

The resolution reflected the scope of suspicions and lack of knowledge about CIPS' electric rates.

The investigating committee was composed of five legislators--including Representative Baker. Public hearings on the resolution were held at Herrin, Illinois, on April 26, 1957. Herrin is located in the heart of Southern Illinois. The first hearing was conducted there to make it accessible to the people in the area, and publicity announcing the hearing was thorough. According to the committee report:

> Approximately 400 notices, giving the times and places of hearings and inviting all persons wishing to testify on the matters to be investigated . . . were sent to chambers of commerce, industries, civic organizations, individuals and city governments in Southern Illinois. The meetings were also publicized by the daily and weekly newspapers serving Southern Illinois.[26]

Despite the extensive publicity and the large number of letters and statements Baker reported he had received supporting him in his fight against high rates,[27] only two people appeared to offer testimony. The mayor of Johnston City testified in behalf of his city, and one other person appeared in a private capacity. Baker had predicted a "large turnout" at the Herrin hearing[28] and he expressed his disappointment at the results:

> . . . I am very, very much disappointed in the people of Southern Illinois, the city governments and in the chambers of commerce for their lack of interest in

> coming here to testify. . . . I didn't think we would be able to put the people in this room. _I thought we would have witnesses lined up . . . /tha/ stairway.[29]

Lacking testimony from their constituents, it was left to Baker and a few other legislators from Southern Illinois to present the case against utility rates. Testimony generally followed the charges in the resolution --rates were too high, excessive costs kept industry out, and rates were higher in Southern Illinois than in other parts of the state and nation. Mayor Neil Thurmond of Johnson City questioned the rationale behind a 1954 rate increase and a reduction two years later. He also commented that CIPS was "highly vulnerable" in the area of public relations.[30]

The Herrin hearing lasted one day, and the committee moved to Springfield where individual citizens were again invited to offer testimony. At Springfield CIPS had a chance to present its side of the case.

To take the offensive, CIPS management planned to use the Springfield hearing as a forum to answer its critics. From a public relations standpoint, the wide coverage the hearing received made it an ideal opportunity to present the company's viewpoint. Almost every department in the company was involved in preparing the statement President Marshall S. Luthringer presented to the committee. The public relations department served as focal point for compilation of the data.

When the hearing began on May 9, Luthringer was well armed with charts, tables, and statistics to support CIPS' case. In addition, press kits containing all the data he was to present were prepared for the press. The CIPS president methodically tackled every major point of controversy, from the reason why it cost more to supply electricity in rural Southern Illinois than in urban Chicago, to comparisons between CIPS' rates and those of other companies in other states. Questions from the committee and others at the hearing were answered, and Luthringer concluded his presentation with a plea and a pledge:

> It is my hope that this hearing will correct many misunderstandings which have caused the internal strife that has brought adverse publicity to Southern Illinois, and hampered its chances for more rapid industrial development. With the better understanding which I hope will come from the facts presented in these hearings, perhaps all of us . . . can pull together for the good of the area. We of CIPS pledge that we will cooperate in every constructive effort toward realizing the kind of future which can be enjoyed by Southern Illinois if all of us work together as a team.[31]

CIPS management believed the company had thoroughly communicated its position. From the company's viewpoint it was a "good show."

The committee report to the Illinois House of Representatives cleared CIPS on all counts. Each of the seven points listed in House Resolution No. 21 for investigation was answered in favor of the company. The committee

When the meeting began on May 5, Lutkington was well armed with quotes, ratios, and statistics to support CIPP news. In addition, press kits containing all the data he was to present were prepared for the press. The CIPP president methodically tracked every major point of controversy. Even the reason why it cost more to supply electricity in rural Bourbonia Illinois than in urban Quinsep, to compensate because CIPP's rates and those of other companies in other states. Questions from the committee and others at the hearing were answered, and Lutkington concluded his presentation with a plug and a plaque:

> It is my hope that this hearing will contain many misunderstandings which have caused the turmoil which the borough advance publicity to Bourbons Illinois, and hampered its chances for more rapid industrial development. With the better understanding which I hope will come from the facts presented in these hearings, perhaps all of us . . . can pull together for the good of the area. We at CIPP pledge that we will cooperate in every constructive effort toward realizing the kind of future which can be enjoyed by Bourbons Illinois if all of us work together as a team.[1]

CIPP management believed the company had thoroughly communicated its position. From the company's viewpoint it was a "good show."

The newspaper reports in the Illinois Tower of Bourbonnais-Aiston cited CIPP on all counts. Each of the seven points listed in bonus descriptions on. It the investigations were answered in favor of the company. The committee

summed up its investigation by stating:

> While electricity . . . rates are somewhat higher in the southern one-third of the state than in areas such as Chicago . . . , there is no evidence that this disparity is such as to appreciably discourage industry from locating in that part of the state . . . ; /and/ that such differences are due to factors such as density of population and cost of bringing electric energy to the respective areas . . . not to any illegal disparity in energy costs between Southern Illinois and any other portion of the state.[32]

But the legislators went out of their way to make one particular observation:

> While the problem of public relations between the utilities and their customers is not within the scope of this investigation, it was apparent . . . that . . . all of the factors concerned /in the investigation/ have not been brought to the full realization of the individual user.[33]

Media throughout CIPS' area--and particularly in Southern Illinois--devoted considerable space to the report. The Southern Illinoisan quoted at length Luthringer's favorable response to the findings.[34] An editorial in Baker's hometown newspaper concurred in the exoneration of CIPS, but revealed the depth of desperation felt in Southern Illinois:

> Certainly there is no intention of blaming CIPS for the entire problem. That would be foolish. But does that company know the answer?
>
> Is there not some way in which that firm can help itself and Southern Illinois more than it is now doing?[35]

Ahead were special CIPS programs designed to do just that.

The Combined Department

Wade's first year at CIPS had been one of organizing and selling public relations within the company while trying to extinguish fires with a short-handed staff. But his second year began with bright prospects for the future. The legislative investigation was a resounding victory for the company, employee morale was improving rapidly, several of the programs started by the young public relations department were already producing results, and Chiles's retirement permitted combining of the advertising and public relations department.[36]

In the new single department Wade had under his control for the first time a creative staff from which to draw a complete public relations program. Advertising and public relations could now complement each other. Wade made his feelings about this relationship very clear:

> Of extreme importance in building a favorable image of a business is advertising. Your advertising must be a part of your public relations program. Otherwise, you may be going off in two different directions. You may be creating one image through your public relations efforts while creating an entirely different image with your advertising.[37]

Haigwood became advertising supervisor and Fred Fernandes, an advertising assistant in the former advertising department and former newspaperman, was promoted to public and employee information supervisor. With strong men in these two key positions, Wade could begin the many small projects, as well as major ones, intended to build

The Employee Department

Duke's first year at Cline had been one of
overwhelming and baffling public relations with the company
white trying to maintain three full & busy hospital staff.
But he managed that with a fairly loyal [illegible] for the
Tuscora. The legislative investigation was a resounding
victory for the company. Employee morale was improved
greatly, several of his programs adopted by the [illegible]
public relations department were already producing results.
And Christ's reputation [illegible] developing by the advertis-
ing and public relations department.[8]

In the new public department Walt had under his
command for the first time a creative staff whose duty is to
plan & complete public relations projects. Advertising and
public relations could now complement each other. Walt
made his feeling about this relationship very clear.

> Of serious importance in building a favorable image
> of a business is advertising. Your advertising must be
> a part of your public relations program. Otherwise,
> you may be doing art in two different directions. You
> may be creating one image through your public relations
> efforts while unwittingly an entirely different image with
> your advertising.[9]

Improved Cline advertising equipment and trad
Personnel. An advertising assistant in the Tuscora Advertis-
ing Department and Cline newspapers. Vita [illegible] to
public and employee information equipment. With [illegible]
men in three new key positions, Walt could begin the many
small projects, as well as major ones, necessary to build

goodwill for the company on a long-range basis.

The task ahead was not an easy one. Early programs had been directed mainly at Southern Illinois because the most vocal criticism was coming from that area. The legislative investigation was considered a turning point in the battle to improve the public opinion climate, but surveys continued to show dissatisfaction and criticism in all three operating divisions.[38] At a time when the average response nationally to questions regarding the cost of electricity was 63 per cent favorable, survey findings for fiscal 1957 showed only 44 per cent of CIPS' customers favorably disposed toward their electric rates--an all-time low.[39]

With customer criticism of the cost of electricity extremely excessive and "criticism of electric service and of the company in general . . . greater /in all three divisions/ than we usually find . . . ."[40] management looked to public relations for solid results. The department proved equal to the challenge.

NOTES

CHAPTER III

[1]Jay Paul Wade, "Advertising Program," A talk to CIPS' Eastern Division Supervisors, March 11, 1958. Hereafter referred to as Wade, "Advertising Program."

[2]/Wade/ Operating Plan for Public Relations, pp. 1A-2A.

[3]Personal letter from Jay Paul Wade to J. B. Finkelstein, April 3, 1969.

[4]Lee H. Bristol, Jr., "Why Develop Your Corporate Image," in Developing the Corporate Image, ed. by Lee H. Bristol, Jr. (New York: Charles Scribner's Sons, 1960), p. xiii.

[5]The Corporate Image (Princeton, N. J.: Opinion Research Corporation, 1958), p. 6.

[6]Wade, "Public Relations is Everybody's Business."

[7]/Wade/ Operating Plan for Public Relations, pp. 4-7A.

[8]Ibid., p. 8.

[9]Ibid., p. 9.

[10]Ibid., p. 19.

[11]Ibid.

[12]John W. Hill, Corporate Public Relations (New York: Harper & Brothers Publishers, 1957), p. viii. Hereafter referred to as Hill, Corporate Public Relations.

[13]/Wade/ Operating Plan for Public Relations, pp. 20-25.

[14]Cutlip and Center, Effective Public Relations, p. 253.

NOTES

[illegible] Chapter III

[illegible] Jay Paul Wade, "Advertising Programs," A talk to CIBP, Eastern Division Supervisors, March 11, 1939. Hereafter referred to as Wade, "Advertising Programs."

[illegible] Description Plan for Public Relations, pp. 13-22.

[illegible] Memorandum letter from Jay Paul Wade to W. B. Philadelphia, April 2, 1939.

[illegible] Ivan R. Bristol, Jr., "Why Develop Your Corporate Image," in Developing the Corporate Image, ed. by Leo B. Bristol, Jr. (New York: Charles Scribner's Sons, 1960), p. xiii.

[illegible] The Corporate Image Irrelevant, Er 41: Opinion Research Corporation, 1970), p. 8.

[illegible] Wade, "Public Relations in Everybody's Business."

[illegible] Description Plan for Public Relations, pp. 4-12.

[illegible], p. 8.

[illegible], p. 8.

[illegible], p. 10.

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[illegible] Rudd M. Hill, Corporate Public Relations (New York: Harper & Brothers Publishers, 1957), p. viii. Hereafter referred to as Hill, Corporate Public Relations.

[illegible] Description Plan for Public Relations, pp. 10-12.

[illegible] Scully and Downey, Effective Public Relations, p. 215.

[15] /Wade/ Operating Plan for Public Relations, p. 23.

[16] Ibid., pp. 32-42.

[17] Dwight Van Meter, "The Story of Electric Utilities and the General Public," in Developing the Corporate Image, ed. by Lee H. Bristol, p. 135. Hereafter referred to as Van Meter, "Electric Utilities and the Public."

[18] /Wade/ Operating Plan for Public Relations, p. 44.

[19] Ibid., p. 13.

[20] Wade, "Public Relations is Everybody's Business."

[21] Wade, "Advertising Program."

[22] A sample advertisement from the Public Information Ad Program is shown in Appendix B.

[23] "CIPS Customers to Get Benefit of Lower Rates," Jerseyville (Ill.) Democrat News, September 20, 1956, p. 1.

[24] Wade interview, November 12, 1969.

[25] Illinois Legislature, House, Report to the House of Representatives of the House Committee Created for the Purpose of Investigating Certain Aspects of Power and Electric Rates in the Southern One-third of the State, H. R. 21, 70th General Assembly, 1957, p. 1. Hereafter referred to as Power Committee Report.

[26] Ibid., pp. 1-2.

[27] Illinois Legislature, House, Southern Illinois Electric Rates, Hearings before a House Committee, H. R. 21, 70th General Assembly, 1957, pp. 83-86. Hereafter referred to as Illinois House Committee Hearings on Electric Rates.

[28] "Southern Illinois Power Rate Inquiry to Open Tomorrow," St. Louis Post-Dispatch, April 25, 1957, p. 1.

[29] Illinois House Committee Hearings on Electric Rates, p. 84.

[30] Ibid., pp. 27-29.

[12] "Owen" Concerning Files for Public Relations, p. 23.

[13] Ibid., pp. 23-25.

[14] Quigley, Van Buren, "The Story of Electric Utilities and the General Public." In Developing the Consumer Image, ed. by Lee S. Reichert, p. 132. Reprinted retained by Van Buren, "Electric Utilities and the Public."

[15] "Owen" Concerning Files for Public Relations, p. 24.

[16] Ibid., p. 13.

[17] Wade, "Public Relations is Everybody's Business."

[18] Wade, "Advertising Program."

[19] A people delivery from the public Relationship to Power in Peoria R.

[20] "Give Confidence to Get Profit or Lose Both," Peoria Illinois Journal Star, December 30, 1956, p. 1.

[21] Wade, Interview, November 17, 1969.

[22] Illinois Population, Power, Report to the Power of Empowerment of the Power Committee Covered for the Purposes of Investigating Certain Aspects of Power and Electric Rates in the Northern Industrial of the State. H. R. 31, 70th General Assembly, 1957, p. 1. Hereafter referred to as Power Committee Report.

[23] Ibid., pp. 1-3.

[24] Illinois Legislature. House. Electric Utilities Electric Rates. Hearings before a House Committee. H. R. 31, 70th General Assembly, 1957, pp. 87-96. Hereafter referred to as Illinois House Committee Hearings on Electric Rates.

[25] Northern Illinois Power Rate Inquiry, to Open Tomorrow." Pe. Peoria Journal-Transcript, April 30, 1957, p. 1.

[26] Illinois House Committee Hearings on Electric Rates, p. 84.

[27] Ibid., pp. 37-52.

[31]Luthringer, "CIPS and the Area it is Privileged to Serve," p. 29.

[32]Power Committee Report, p. 9.

[33]Ibid., p. 8.

[34]See "No Evidence Power Rates Too High, Probers Report," Southern Illinoisan, July 19, 1957, p. 1.

[35]Editorial, The Benton Evening News, July 20, 1957.

[36]For several organization charts showing significant changes in the advertising and public relations department and locating it within the company structure, see Appendix C.

[37]Jay Paul Wade, "Pardon Me, But Your Public Relations Are Showing," Speech delivered to a CIPS Sales and Public Relations Meeting, January 5, 1959.

[38]Figures from the surveys are taken from the year-end reports published at the end of each fiscal year. The reports usually contain findings from the two most recent surveys--one made during the previous calendar year.

[39]See Year-end Report, Central Surveys Public Opinion Survey for CIPS, 1958.

[40]Ibid.

[40] Ibid.

[39] The Electrical Engineer: Monthly Journal Devoted to Electric Railway Interests, Jan. 21, 1892.

[38] Figures from the railway are taken from the yearbooks--one made during the previous calendar year. The reports usually contain findings from the two most recent years and typically published at the end of each fiscal year. The Boston Public Library possesses bound volumes of each report.

[37] Gay Paul Webb, "Freedom for, but from Public Relations for Business," Speech delivered to a Club Luncheon and Public Luncheon Meeting, January 31, 1939.

[36] The several depreciation charts showing significant changes in the mortality and penalty relations dependent upon inserting it within the complex variations are appended c.

[35] Editorial: The Boston Transit Issue, July 10, 1897.

[34] See "Do Motions Times Serve Our City: Problems Report," Boardroom Illustrator, July 19, 1937, p. 3.

[33] Ibid., p. 8.

[32] Power Conditions Chapter, p. 9.

[31] Testimony, "Does Law Take Care of It Provisions Do Serve," p. 39.

CHAPTER IV

PUBLIC RELATIONS--TOWARD THE MATURE STAFF FUNCTION

> Public sentiment is everything. With public sentiment nothing can fail, without it, nothing can succeed. Consequently, he who moulds public sentiment goes deeper than he who enacts statutes or pronounces decisions.
>
> --Abraham Lincoln

Prior to a discussion of the ongoing practice of public relations at CIPS, it will be helpful to locate the department in the overall organization of the company. Contrary to the advice offered by many public relations practitioners, teachers, and corporate executives, the manager of advertising and public relations at CIPS does not report directly to the president of the company.

Because of the clear link between advertising and sales, the advertising department reported to the commercial vice president before the public relations department was created in 1956. This practice was continued with the coexisting departments and subsequently with the combined departments. However, when direct access will facilitate handling of a particular project or problem, the public relations manager may work directly with the president of the company. As a department head, the public relations manager has sufficient stature to discuss company

Public Relations--Causes and Nature Since Inception

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Prior to a discussion of the current practice of public relations at CSU, it will be helpful to learn the department in the overall organization of the company. Concerned to the extent affected by many public relations practitioners, managers, and salespeople, the knowledge of advertising and public relations at CSU does not indicate directly to the promotions of the company.

Duchess of the times into between advertising and sales, the advertising department subscribed to the commercial vice president before the public relations department was created in 1970. This practice was continued with the consistent dependence and subsequently with the combined departments. However, when direct access will facilitate handling of a particular business or problem, the public relations manager may work directly with the president of the company. As a department head, the public relations manager has sufficient access to discuss combined

policy and public relations on par with other executives. Because of the necessity for him to work with virtually all departments in collecting information and developing and implementing programs, he usually has a broader working knowledge of overall company activities and policies than any other department head.

The commercial vice president, J. C. Happenny, was the driving force in convincing management of the need for a broad, professionally-organized public relations program. Although his background was typically engineering, financial, and administrative, he was top management's strongest exponent of vigorous public and employee relations activities. As a result of his firm support, funds were never a serious problem for the department as long as quality performance was rendered.[1]

But Wade believed that management support meant more than providing money. To many people in CIPS' service areas the company's senior officers were remote "absentee landlords" located in distant Springfield. Company practices and policies enunciated by top management in public appearances could be a very effective method of getting CIPS' stories before the public, while projecting the individual as a human being interested in the welfare of his customers. Also, this kind of appearance would serve to get executives out of their "ivory tower" environment and in contact with the media and other people. An

excellent opportunity for such an appearance was not long in coming.

Grand Tower Power Press Tour

Grand Tower Power Station is located on the Mississippi River in Southern Illinois. It is one of four stations providing electric power to the three CIPS operating divisions. In May 1958, a new 100,000-kilowatt generating unit was scheduled for completion at the station. From a public relations standpoint, the dedication of this unit offered an excellent opportunity for what Daniel Boorstin has disparagingly labeled a "pseudo event."[2]

Wade viewed the dedication as a chance to provide first hand information to the press--and through them to the people--of Southern Illinois about CIPS' operations. It was also a good opportunity for the company president to "meet the press." In a memorandum proposing the tour to Vice President Happenny, Wade stressed the potential in a full-fledged press tour:

> We have very few opportunities like this for Mr. Luthringer and other officials of the company to meet with the press, and which provide such an excellent vehicle for getting some of our expansion and other stories over.[3]

Management approved and public relations planning shifted into high gear. As would become a habit at CIPS, an extremely detailed and thorough operating plan for the project was drawn up. Invitations were sent to representatives of newspapers, wire services, radio and television

stations throughout the company's Southern Division. A tour of the power station and a dinner hosted by CIPS for the media representatives and their wives--at which Luthringer would speak--was the agenda.

According to the plan, the main goal of the tour was to provide a "better understanding of the huge investment required in the generation, transmission and distribution of electricity."[4] All arrangements for the tour, duties of CIPS personnel, and a detailed schedule of events were carefully covered in the plan. Nothing was left to chance. It was imperative that this initial public relations sponsored project be given every chance to succeed.

A press kit prepared for the guests contained a wealth of information about the company and the industry. A news release on the day's events as well as mat proofs of several photos taken inside the power station were included. It was hoped that much of the data would find its way into media files for future reference when stories were written about the company.

Luthringer's address to the group--drafted in the public relations department--was the climax of the program. It was keyed to the association between CIPS and Southern Illinois and their mutual interest in the progress of the area. Rates were still a major issue and Luthringer's personal appearance gave him an opportunity to make a

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tion of the power station and a dinner hosted by CIEP for
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meaningful cost comparison for the newsmen:

> You newspapermen face similar problems making a return on your investment in small towns. . . . Comparing the national advertising rate of one of your prominent newspapers here in Southern Illinois with that of the Chicago Tribune, I found that a national advertiser would have to pay almost three times as much in Southern Illinois to reach each thousand readers. Some people--not understanding your costs and investment--might have trouble reconciling this difference in costs. . . .[5]

Thanks to meticulous planning, all aspects of the tour went smoothly. No adverse comment resulted in any of the media represented, and most were exhuberant in their praise. The difference in these stories and those the company had been reading and hearing just a year before was encouraging. The effort to "humanize" the company president also was successful. One of the guests later editorialized:

> Mr. Luthringer was not what I had been led to believe that private utility presidents were supposed to be. . . . I must have been reading some of that public power propaganda which says that private utility presidents are tycoons with a public-be-damned attitude. Instead of this, Luthringer was just a nice guy who was . . . worried about what his customers thought of him. . . .[6]

The same newspaperman even had kind words for CIPS' public relations program:

> Jay Paul Wade . . . is doing a bang-up job for the company. Ran across a newspaperman yesterday who said that Wade had made a thousand per cent improvement in the company's public relations program.[7]

Similar tours were subsequently conducted at new generating unit dedications at the Meredosia and Coffeen

Power Stations. At the latter, Governor Otto Kerner made the dedication. Lee Schooler best described public relations' role in special events of this type:

1) Public relations creates the idea for the event.

2) Public relations plans the event.

3) Public relations runs the event.

4) Public relations publicizes the event.

> . . . public relations does everything but make the speech for the company president--and more than likely . . . writes that.[8]

CIPSCO News--A New Format

In their book on employee communications, Robert Newcomb and Marg Sammons wrote, "The gateway to industrial peace . . . may be erected by companies that both preach and practice good employee communications."[9] Wade viewed CIPSCO News, a well established company institution, as the foundation of employee communications. But like the company's visible image, he felt it needed some updating.[10]

He frequently expressed his belief that an employee magazine has two main objectives:

1) To serve as a vehicle of internal communications--enabling management to convey information and ideas to employees. . . .

2) To serve as a tool of employee relations, affording recognition to individual employees and their families, reporting on their personal activities as well as their company activities which may be of interest to other employees.[11]

Soon after he received jurisdiction over the

magazine in the September 1957 reorganization, Wade began making changes in its format and content. He drew heavily on the knowledge of layout and typography gained in his newspaper experience to revamp the appearance of the magazine. Previously, the content had come largely from the field with little writing done at the general offices--just editing. Consequently, the magazine was full of chit-chat with little substantive information for the employees. Changes were made every month until each issue contained one or more articles on some company operation and an article on an industry problem or activity. Employee activities were still included, but were departmentalized under headings such as: "At Ease," for retirements; "Hello," for new employees; and "Small Talk," for pictures and articles on children in CIPS families.

With the April 1958 issue, the magazine was given the final major change, a new cover. This edition summarized the many alterations that had been made and summed up by saying that the changes had but one goal: "To make CIPSCO News as interesting and attractive as possible."[12] Fred Fernandes, public information supervisor and former CIPSCO News editor, observed that the company house organ "changed from a monthly newspaper to a magazine."[13]

In 1960, an editorial assistant was added to the department. His primary task was to help with the magazine; thus, for the first time, CIPSCO News had one person whose

primary concern was the magazine. Later, this new assistant was named editor, but Fernandes retained supervision. The quality of this company publication is constantly scrutinized by the department manager and others in management. Their interest has kept CIPSCO News an important channel of communication within the company.[14]

Public Information

Details of both the media tour to Grand Tower and the magazine revamping were the responsibility of the public information section of the department. Advertising was no less important than it had been previously, but the task of public relations--therefore public information--was not only to help sell the product, but to sell the organization behind the product. This required a myriad of activities and programs, many occurring simultaneously. Consequently, the department manager found the great majority of his time devoted to public relations programs. His work with the advertising section primarily involved policy and copy decisions while the supervisor took care of the mechanics.

The job description for the public information supervisor assigns him overall supervision of "the planning and administration of the information program for both public and employees."[15] Maintaining close liaison with

public and employees."[13] Maintaining close liaison with and administration of the information program for both supervisor assigns the overall supervision of "the planning personnel concerns the assignment. Later, this same selection was named editor, but Pritchard retained supervision. The quality of this company publication is constantly scrutinized by the department managers and others in management. Their interest has kept EXHIBIT going as important channel of communication within the company."[14]

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The job description for the public information

the advertising section, the public information section became the hub of activity after the departments were combined.

The last of 1957 and all of 1958 were significant because of the number of projects undertaken during that period to remedy the communications "gap" between the company and its publics, external and internal. Additional programs were started as the need for them became apparent. Perhaps the best way to show the steady maturation and sophistication of the public relations function at CIPS is through a discussion of some of the most important efforts of the public information section.

News Releases.--The news release, a basic tool in public relations, had long been neglected at CIPS. In 1955, the company made a grand total of seven releases. That number doubled in 1956, but 1957 reflected the growing momentum in the public relations department when 103 stories were released to the media. Since then, the number has grown yearly until in 1968, more than 200 releases were made.

News releases are not an end in themselves, but they can be a means to an end if handled properly. More and more the relationship between the public relations practitioner and the newsman is being examined. In their recent book, Responsibility in Mass Communications, Professors William L. Rivers and Wilbur Schramm warn of

potential danger in the interposition of an "expert news manipulator" between the news source and the reporter.[16] Still, Cutlip and Center counsel that providing media "with news, pictures, and features of value and of timely interest to readers not only brings publicity but builds good press relations as well."[17]

From the outset Wade adhered to a policy of providing the media with accurate and timely "information about the company's people, its operations and its contributions to the operating area."[18] As noted in Chapter III, he cautioned against overselling the company. He insisted on good writing, and with the help of newspaper veteran Fernandes, kept the journalistic quality of CIPS' releases high to make them more acceptable to editors. Regular feature stories explored different facets of CIPS operations and their relation to the local communities.[19]

Copies of news releases were routed to company officers, department heads, superintendents, and division managers to let them know what was being released, and as a method of internal public relations to build an appreciation of the function within the company.

Employee News Sheets.--CIPS' publications and files are replete with references discussing the importance the company places on a well-informed employee group. In a speech to the Springfield Personnel Association, Wade

discussed employee information from a public relations viewpoint, saying, "In our company, we feel that employee information is vital in our public relations program."[20]

CIPSCO News was published monthly and the time interval between the start and actual publication date was not conducive to quickly communicating matters of special and timely interest to employees. Therefore, in 1958, three news sheets, called "Information Bulletins," were inaugurated to give the company additional vehicles for rapidly conveying information to employees in the field.

The "Employee Information Bulletin," distributed to all employees, was designed to handle fast-breaking general interest news or information on which there was a time value. However, it could cover a wide range of subjects such as major promotions, pay information, changes in company policy, industry-wide issues, etc. Today, the department usually averages about one "Employee Information Bulletin" per week, but when the news warrants it, may publish three or four. Fernandes commented that this bulletin is put out "at the drop of a hat. We do everything we can to keep our employees informed."[21]

A second news sheet, the "Supervisory Bulletin," contained information on important issues of special interest to supervisory personnel. It had no set date of publication and averaged considerably fewer issues per month than the "Employee Information Bulletin." A "Special

Supervisory Bulletin" was published regularly once a month to give supervisory personnel a capsulized summary of important industry news, and brief items on occurrences of interest in CIPS towns. Both these bulletins also are published today.

When a subject deserved very special attention, a booklet or brochure was prepared for distribution to all employees. A booklet on a 1964 national power survey report by the Federal Power Commission is typical of this type of publication.[22] Many of the annual fall information meeting presentations have been reproduced in booklet form in order that employees may use them for reference when talking to others. Public power, REA, and important legislation are examples of issues that have received this type treatment.

Public Relations and Advertising Aids for Employees in the Field.--CIPS' current president, Kenneth E. Bowen, commented that even today one of the company's biggest problems is "communicating the need for good public relations to our personnel in outlying areas."[23] The problem was much worse when Wade first arrived at CIPS. He knew that many of the efforts of his staff in the general offices would be handicapped unless they received support from employees in the operating areas. Local superintendents represented the company's local contacts with the media, and these men usually lacked the training--and often the

interest--necessary to help improve CIPS' media relations.

To assist superintendents when they were faced with problems or opportunities pertaining to local news items, Copy Desk, a manual "to aid supervisory personnel in cooperating with the press,"[24] was issued in February 1958. This manual, extremely detailed and helpful, was enthusiastically received throughout the company's service area. Subsequently revised and still in use, it contains the names of all media in the service area along with the names of their editors, publishers, program directors, or managers. Several pages are devoted to "do's and dont's" in establishing and maintaining good media relations, along with general "how to's" in writing and preparing news releases.

Following the preliminary information, Copy Desk is divided into four sections: employee recognition, construction, planned (service) interruptions, and emergency (service) interruptions. Each of these sections contains sample "fill-in-the-blank" news releases covering almost every type news item that might occur within that category. All the local superintendent has to do is change the name, dates, and places. Copy Desk has markedly improved the quality and increased the quantity of news releases made at the local level.

An indicator of the cooperation between the advertising and public information sections was the Service

Interruption Advertising Kit,[25] published a few months after Copy Desk. Also revised and still in use, this kit enables local superintendents to quickly place public relations type ads in local media following storms or other emergencies which have caused disruptions in electric service. The ads thank the people for their patience and emphasize that CIPS employees were on the job working as swiftly as possible to restore service. Complete instructions, sample ads, sample ad orders, and ad layout sheets make this adjunct to Copy Desk another aid to field personnel.

Media Information and Contact.--Another effort to keep the media aware of company activities was "Odds & Ems," a news sheet first published in October 1957 and distributed to all media in CIPS' service area. It was published through 1962, when lack of time "to do a good job (we at CIPS do a good job or we don't do it at all) forced a stoppage of the publication."[26] It was begun again in 1968, and is continuing. The information in "Odds & Ems" is not intended for publication, but to keep the media informed on company plans, programs, and positions in industry matters.

Background booklets on important industry or company issues similar--and in some cases identical--to those prepared for employees were distributed to media, and sometimes opinion leaders, throughout the operating area.

These were infrequent and an issue had to be particularly significant before a booklet was published. One very helpful booklet produced for the media contained a wealth of statistical information about the company. CIPS' system-wide organization and names and telephone numbers of company information sources for news media in every community were included.[27]

CIPS' vast service area includes 175 daily and weekly newspapers, 25 radio stations, and three television stations. "To keep relationships with media and company representatives on a personal basis as much as possible," the department manager and public information supervisor toured all three operating divisions at least once a year. Local company representatives accompanied them in their visits to local media.[28]

CIPStalk.--Bill inserts are not new to utility companies. The little brochure that arrives with the electric bill each month may contain recipes, anecdotes, household hints, articles on techniques for helping curb crime, or information about the company or industry. "CIPStalk," CIPS' only printed communication reaching every customer every month, was first printed in January 1958, but was discontinued at the end of 1959, because the company converted to IBM postcard billing, sans envelopes. As a substitute, a thrice yearly "customer mailer" in newspaper format was mailed to all customers. Envelope

billing returned in 1965, and "CIPStalk" was returned to its previous monthly format. The advertising section had primary responsibility for "CIPStalk," but public information often assisted. It should be noted that no actual advertising was printed in "CIPStalk," and controversial articles were avoided. Letters from customers commenting favorably on some aspect of this valuable customer relations tool were received frequently.[29]

Speeches.--Public Information Supervisor Fernandes viewed his section as a "service department to the company."[30] Part of this service was the preparation of speeches and any visual aids accompanying them. The advertising section frequently assisted with art and production work. Employees were constantly encouraged to appear before civic groups and other local organizations to talk about a variety of subjects--including their company and industry. Wade made his attitude toward employee-delivered speeches very clear:

> The spoken word when properly spoken has greater appeal . . . than any other means of communication. We can read it in the papers; we can see it advertised on billboards; but there still is no better way in which to gain understanding than from the personal contact which can be made by appearances before . . . organizations.[31]

To assist employees in the field, speech kits covering a wide range of topics were prepared. Additionally, public speaking classes paid for by CIPS were conducted periodically for interested employees. As further

incentive to employees, a community service awards program was started in 1960 to recognize and reward participation in civic and charitable work, and for making presentations and speeches before civic organizations. Public information also administered this program.

Public Information, then, assisted the manager of advertising and public relations in planning, executing, and evaluating all aspects of the public relations program. The steadily increasing number of public relations projects soon had the relatively new department humming with activity--and enthusiasm.

Taking Stock

Most of the programs discussed above were started in the first six or eight months after the advertising and public relations departments were combined. To determine whether they were making any headway in putting CIPS back on the black side of the public relations ledger, evaluation, the fourth step in the Cutlip and Center public relations process, began.[32]

At the outset Wade had advised management:

> It will take a lot of things to get the job done. You cannot pot shot in a public relations program. A successful one takes organization, manpower, money, cooperation of all employees and, more than anything else, an enthusiastic management. If we have all these, definite results should be forthcoming within a relatively short time.[33]

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Looking Ahead

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A] the future What has carried accomplishments

It will take a lot of doing to get the job done. This amount put down in a public relations program. I recommend the task completion, engineers along, observations of all employees and, many time inputting also, be continuously monitored. If we have all those, Definite results should be forthcoming within a relatively short time.]

By March 1958, he was able to make a cautiously optimistic report on the company's two most vocal critics:

> There has not been a critical editorial or article in the Southern Illinoisan in the past eight months. In fact, the newspaper supported us in a very controversial franchise fight which we won recently.
>
> Representative Baker already has launched his campaign for re-election. Yet, outside of his original announcement in which he pointed out that he had led a fight for lower electric rates, there has been almost nothing further mentioned about it.[34]

Probably the best yardstick for effectively measuring change in public attitude toward the company was the continuing public opinion surveys. Results from the previous fiscal year surveys published in mid-1959 reflected significant gains in all areas explored. The most impressive improvement came in the most troublesome category--rates. In response to the question, "How do you consider the cost of electricity for what you use," 56 per cent of those interviewed answered favorably. This was 12 per cent higher than the previous year's figure, and the highest since the surveys began in 1955. Central Surveys commented that:

> The improvement . . . is of a broad, general character--including all population sub-groups, all three divisions and . . . communities where a direct comparison with previous surveys is possible.
>
> Although results in the Southern Division continue to be a little less favorable than in the other divisions, improvement has been the most substantial in this division so that results are more closely in line with other divisions than has been the case in previous years.[35]

Still, CIPS was ten percentage points below the Central Surveys national average of customers favorable to their electric rates.

Annual Meetings and Wade Speeches

From the time he joined the company Wade set a personal example for his belief in the spoken word. He made speeches all over the company's territory to employee, civic, and professional groups. These talks covered a variety of subjects including the "American Free Enterprise System," TVA, and CIPS public relations and advertising programs.[36] Employee meetings and conferences became a constant forum.

Annual company-wide sales meetings had been conducted in Springfield for several years before the public relations department was established. But in 1958, public relations became an important part of these meetings. That year the title was changed to "Annual Sales and Public Relations Meetings." It changed to "Annual Marketing Conference" in 1966, when the company switched to the marketing concept. The public relations manager has spoken at every meeting since 1958, to review the previous year's accomplishments, to discuss plans and projects for the new year, and to encourage greater employee support of public relations programs. Wade's comments at the 1964 meeting were typical:

Even the time he joined the company that was a personal victory for Bob Dalton in the opinion wars. He made sponsorship all over the company's electricity on employees, city, and professional groups. Others also wanted a variety of activities including the "American Dove Scholarship Program," IBM, and Clem Public television and advertising Awareness,[3A] Employee meetings and conferences become a corporate theme.

Several newspapers began covering Bob Dalton speculating he objectified for several years before the Public relations department was established. But in 1938, Public relations boomed in Dangerfield Days of Clem. America. Then year the city was changed to "Dangerfield Valley and Public Relations Municipal." It changed to "General Marketing Corporation" in 1910, when the company returned to the Dangerfield computer. The Public relations manager was opened at Every nearly since 1938. In Dalton the previous year's newspapers. In Clinton Plaza and Benefits for the new year. and to community Pioneer Bank's employees at the 1964 meeting were rejoiced.

> It would be impossible for the relatively few people we have . . . in public relations work to personally talk with our some 240,000 customers. We must depend on you . . . to take care of . . . getting our messages across on a personalized basis.[37]

Employee Information Meetings began in 1945, received special attention in the early 1950's with Robb Winsborough as consultant, and became a function of public relations when the department was created. They were held each fall in numerous locations throughout the operating area to permit every employee to attend. Topics covered a broad spectrum. Nuclear energy in the electric power industry, employee fringe benefits, the growth of the rural electric co-operatives, and customer opinions of electric companies nationwide were some of the subjects discussed in the past.[38] The personnel department frequently assisted in conducting these meetings.

Public Affairs--A New Department

Utilities are public organizations no matter whether they are investor or publicly owned. Investor-owned companies are regulated by government agencies and are subject to legislation. They must work with government at all levels--federal, state, and local. Cutlip and Center note that "in coping with the far-reaching power of government, organizations must deal with many officials, persuade many persons, and clear numerous hurdles."[39] In his article on utility public relations, Howard Praeger

counsels that "the utility public relations director must be thoroughly acquainted with all of his company's relations with government. . . ."[40]

As government grew larger and dealings with it more complex, it became apparent that the already burdened public relations manager would not have the time required to do the job properly. Following a lengthy period of discussions between Happenny, top management, and Wade, and based on the experience of other investor-owned companies, a public affairs department was created in 1961 for the primary purpose of handling governmental relations. Public affairs reported to the same vice president as public relations and assistance and coordination between the two departments was extremely close. By making the governmental affairs representative a department manager, he had sufficient stature for dealing with legislators and other high-ranking government officials--a job requiring finesse and ability.

A second task assigned the public affairs manager was the responsibility for "developing and maintaining programs designed to foster good relations with rural and farm organizations."[41] To assist him in the general offices he had a civic and rural affairs supervisor. In the field he received help from three public affairs representatives--one in each operating division. These representatives were under the direct control of the division

manager and their job could be likened to that of an administrative assistant. They were primarily responsible for relations with local governmental bodies in getting franchises. But they also kept in touch with state and national legislators in their areas and "trouble shot" special problems. Their contact with the public affairs department was through a "staff" responsibility and close liaison was maintained. They also did a considerable amount of work for the public relations department--an indication of the overlapping and constant need for coordination between the two departments.[42]

The public affairs manager and his civic and rural affairs supervisor spent a considerable portion of their time in community relations type activities. These included meeting with farm electrification councils, working with the rural electric co-operatives and university extension services, and managing the company's youth programs. The latter encompassed the company's annual scholarship program under which four outstanding high school students from CIPS' area were selected each year for four-year college scholarships. The manager also represented the company with the National Association of Electric Companies--a national industry organization whose activities will be discussed later in this chapter.[43]

Summed up, the public affairs department gave the company a highly specialized arm for working with

government and the farm organizations which are so important to a rural-oriented utility company.

A Research-Oriented Company

Since the mid-1950's, CIPS has relied heavily on research to define its problems and to measure the results of its programs. This new emphasis on scientific fact-finding was prompted both by the public relations department and the general trend throughout industry toward more scientific research. The continuing semi-annual surveys have been the backbone of CIPS' research program, but several other specific studies utilized by the company warrant mentioning.

Employee Research.--In 1957, CIPS took part in a Central Surveys employee information study of more than 100 investor-owned companies. Sponsored by the Electric Companies Public Information Program, this study investigated employees' knowledge concerning matters important to the industry. As potential information sources for the public, power company employees nationwide showed an alarming lack of knowledge about their industry. A replication of the survey in 1959 revealed a marked improvement--probably a reflection of the new emphasis placed on employee information by many companies. For CIPS, the surveys pointed out problem areas and suggested topics for employee information meetings, company magazine articles, and news bulletins.[44]

Motivational Research.--Marion Harper, Jr., former president of Interpublic, suggests that public relations practitioners take advantage of the increasing number of college researchers "who offer highly specialized training in the field of applied social research."[45] In 1959, CIPS commissioned two University of Chicago professors to examine "the configuration of experiences, feelings, attitudes and viewpoints which characterize the consumer's use of electricity. . . ."[46] According to Wade, he and Happenny generated the study because Central Surveys did not provide an in-depth look at the underlying reasons why people approved or disapproved of company rates or policies, or why certain towns were consistent problem areas no matter what the company did. He also noted that motivational research was popular in industry at the time.[47]

Results of this study were placed in the context of the main task of advertising and public relations, that of communicating. Several of the findings were interesting. Perhaps the most provocative comment was that "the view about cost /of electricity/ has been greatly overestimated as an influential factor in the company image." The researchers suggested that "it may be more functional to by-pass the issue of cost entirely and to convince the consumer that electricity is a desirable luxury which all can afford."[48] Although no major projects were initiated

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can afford."[45] Although no major projects were initiated

on the basis of recommendations from this study, it did provide useful reference information.

The Arthur Little Study.--Under the direction of Happenny, one of the most comprehensive studies ever undertaken at CIPS was a 1962-63 evaluation of the company's service area by Arthur D. Little, Inc., an international industrial research organization. Although it was essentially a marketing and industrial development study, public relations follow-up made it a major public relations project also. The study was designed to explore the potential for industrial expansion in CIPS' service area as an aid to planning for future company expansion. It was further intended as a service to CIPS' communities. The objectives of the study were to:

1) identify the area's assets and liabilities for development;

2) determine the opportunities available for future industrial growth;

3) provide direction to both CIPS' staff and community groups in their development efforts.[49]

Even before the study was completed, Happenny had public relations and the industrial department working out plans for a series of meetings with civic and business leaders and media at strategic locations throughout the service area. Luthringer and other top company executives attended the meetings, at which the study was explained. Following each briefing, Luthringer announced a program

whereby CIPS would match contributions from other private sources to the industrial development of the company's operating area. While offering company assistance, he stressed the need for community participation:

> We are convinced that increased progress in industrialization will come only when the people of an area decide they want it, and are willing to do the things necessary to attract and secure it.[50]

The program received a good deal of favorable comment in the media. Public relations did its share to see that the public had a chance to hear about the plan through news releases, advertising, speeches, special information kits for civic leaders and media, etc. Combined with the several other existing programs designed to aid and encourage industrial development, CIPS had come a long way since the days when it constantly was being attacked for a lack of community interest.

Two Major Industry Issues

While CIPS concentrated on building strong communications programs to deal with serious local problems, the company was very much conscious of the industry's national activities and issues. Since the 1930's, investor-owned electric companies have viewed government power projects such as the Tennessee Valley Authority and rural electric co-operatives spawned by the Rural Electrification Administration as the greatest threat to their existence.

TVA was established for the purpose of conservation,

The Rocket Industry Crisis

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navigation, and flood control along the Tennessee River. Electric power production was to be an incidental by-product of water control. But the production of, and the demand for, power grew rapidly. By mid-1960, 83 per cent of the TVA investment was in power facilities--77 per cent of the power being produced in steam-electric, not hydro-electric, plants.[51] It was this growth beyond original purpose that investor-owned utilities objected to so vehemently. Several proposals have been made in Congress to create other valley authorities patterned after TVA (Missouri Valley Authority, Mississippi Valley Authority, Arkansas Valley Authority, etc.), but all have failed. Recent efforts of the investor-owned industry have been directed largely toward keeping the public informed of the industry position concerning TVA and the "dangers" inherent in government power projects.

The main feud with government produced power centered on federal subsidies and exemption from federal income tax. These two advantages usually resulted in lower rates for customers. Investor-owned companies maintained that if public companies were required to pay the same taxes and were charged the same interest rates for the money they borrowed as private companies, their rates generally would be about the same. They asserted that taxpayers in other parts of the country paid the balance of bills of public power customers. Competition based on the

existing situation was compared to a 100-yard dash in which one runner--government power--was permitted to start at the 35-yard line.[52]

CIPS has been in the thick of the battle against public ownership for many years. Many of its customers are located just across the Ohio River from communities supplied with TVA power. The lower rates charged in these communities have been the genesis of many of CIPS' rate problems. The rural nature of most of the company's operating area made conflict with rural electric co-operatives almost inevitable.

The bitterest battles fought during the late 1950's and early 1960's were with the rural electric co-operatives. By the late '50's, farm electrification in Illinois was virtually complete. Investor-owned companies claimed that the co-ops had done their job and should be limited to serving customers who did not have central station service available from private companies. They protested large federal government loans granted the co-ops if part of the money was to be used to build facilities to serve areas the private companies were able to serve. The private companies also circulated excerpts from REA annual reports which showed that most of the theoretically non-profit co-ops actually were making substantial profits on which federal income taxes were not being paid. The companies contended this, plus the two per cent government loans,

gave the co-ops an unfair advantage in formulating rates in the growing battle for residential, commercial, industrial, and farm customers.

As the rural areas served by CIPS and the co-ops grew and prospered, some communities served by CIPS annexed outlying areas then being served by co-ops. New homes and businesses were built just outside towns served by CIPS, but often within the rural areas served by the co-ops. At first, the two suppliers usually were able to agree on who should serve an area or particular customer, but as the situation became more complex, it became more difficult to establish terms acceptable to both sides. The result was a series of hotly contested battles "which tended to harm both the electric companies and the co-operatives with the public."[53]

During the height of the controversy in 1961, the public relations department produced a booklet--based on an employee information presentation--detailing CIPS' position in the argument.[54] This booklet was distributed to employees, opinion leaders, and co-op managers. More important, it served as the basis for a series of eight seminars conducted for media throughout the company's operating area. Wade recalled that:

> Our presentation was met with enthusiasm. . . . They were genuinely interested in our side of the story. . . . We merely wanted to give them the background on the situation /but/ many went back and gave quite extensive coverage to what was presented. There were several favorable editorials.[55]

The Illinois Legislature passed an Electric Suppliers Act in 1965, establishing a procedure for "mapping" territories and designating the supplier to serve them. Not all the mapping has been completed, and isolated controversies still flare up. However, the previous wide-open public battles have changed to a quieter, less-publicized warfare with the Illinois Commerce Commission or courts used as ultimate referents. Expansion of co-ops continues as one of the major issues in the power industry.

Investor-owned companies depict both government power projects and co-ops as threats to the free enterprise system. From the earliest days of the controversy, private companies have regarded public power as socialistic. In the early 1930's, Carl Thompson, one time secretary of the Socialist Party in the U. S., commented that:

> One of the settled policies in the propaganda of the utility corporations seems to be a steady and constant appeal to prejudice. Those who oppose the views or plans of the utility companies, and especially those who . . . promote publicly owned utilities . . . , are persistently denounced as socialists, communists and bolsheviks.[56]

Although the use of "encroaching socialism" themes has diminished somewhat in recent years, they were frequently employed by the investor-owned industry during the 1950's and the early 1960's. CIPS' employee and public information materials contain many references to this "threat from within."[57]

CIPS has received a great deal of industry praise

for its work in the ownership controversy. Commenting on Wade's efforts, one of his colleagues in another company wrote: "He has done one of the best jobs in the industry of informing his employees and the public about the encroachment of government-owned or government-financed power agencies."[58]

National Organizations and CIPS

Benjamin Franklin once said, "We must all hang together or assuredly we shall all hang separately." In the face of the enormous growth of public power during and immediately following the depression, investor-owned companies decided their greatest strength in combating this challenge to their survival was in unity. Consequently, the companies created four national organizations and programs to provide information about the industry, and advertising and public relations support for the industry point of view. All exist today. CIPS supports and utilizes the services of each.

Edison Electric Institute (EEI).--The original trade association of the investor-owned companies, the National Electric Light Association, was disbanded when the FTC investigation discussed in Chapter I unmasked its many questionable publicity practices. In its place, EEI was organized in 1933, to maintain statistical data and to provide industry-wide research projects and exchange of information. It also prepared and distributed a large

industries. It also developed and electrified a large passive infrared-ray industrial problems and machinery of conservation. In its place, but was established in 1933, to exploit scientific knowledge and to electrical discovered in Chapter I (mentioned like some R&D investigation discussed in Chapter I (mentioned like some) trade associations of the investor-owned companies, the Electric Electric Light Association, now dissolved when the the services of many."

Edison Electric Institute (EEI).--The original point of view. All major today, EEI engineers and utilities advertising and public relations support the industry headlines to promote information about the industry, and the companies created four national organizations now employed to share interest was in unity. Consequently, companies realize their greatest strength in combating that the face of the economic growth of public power during and immediately following the depression, investor-owned corporation or mutually no small all have accomplished."[2]

Municipal Ownership and Size

Municipal Ownership once said, "We must all have power operate."[3]

Natural Characteristics and Size

ownership of power-among or power-distribution monopolistic characteristics and the public above the of reducing its emphasis and economies of most. "We pay down one of the best jobs in the industry anywhere; one of its weaknesses is monitor employee for its work in the electricity consumer.

number of publications dealing with the electric power industry, and originated national sales promotion advertising under the "Live Better Electrically" program.[59] Although not considered by the industry as a public relations type organization, EEI has been extremely successful in establishing what John W. Hill described as "a public relations pattern or tone for the industry as a whole."[60]

All departments at CIPS use EEI's services. The advertising and public relations department incorporates much of the information provided by the association in its publications, presentations, speeches, and news releases.

Electric Companies Advertising Program (ECAP).--Created in 1941, ECAP is the national advertising arm of the investor-owned industry. It sponsors network television programs and develops the commercial messages for these programs. It also places institutional type ads in national magazines. Local companies often follow up by publishing adaptations of these ads in local media, trade association publications, or company magazines. N. W. Ayer & Son, Inc., one of the nation's largest advertising agencies, prepares the national magazine and television ads and submits them to a copy group composed of public relations managers from participating companies. Once approved, the ads are presented to a management group made up of top executives from participating companies for final

approval and release. CIPS frequently runs an ECAP-type ad as part of its monthly schedule in the Illinois Press Association bulletin to keep editors and publishers aware of industry and company activities. ECAP ads also may appear on the back cover of CIPSCO News.[61]

Electric Companies Public Information Program (PIP).--As the complementary program to ECAP, PIP is the public relations arm of the industry. Handled by a New York public relations firm, Underwood, Jordan Associates, Inc., PIP operates much like the public information representative of a company. It maintains wide contact with all types of media and serves as a liaison in directing a writer to the proper source or company on special features. It works closely with EEI and helps with publicity on special projects. A series of "Editorial Roundtables," at which industry activities are discussed and questions answered, are held each year for representatives of various national media. PIP public relations workshops and regional meetings are conducted annually for member companies to discuss methods and exchange ideas for improving local public relations programs.

One particularly successful PIP project has been the national Youth Conference on the Atom. A participant since the program began in 1958, CIPS annually pays the expenses for six high school science students and six teachers from its operating area to attend the conference.

Delegates hear experts discuss the peaceful use of the atom--including the growing use of atomic energy to generate electric power. There are approximately 600 student and teacher delegates nationwide.[62]

Dwight Van Meter, president of N. W. Ayer & Son, describes the supporters of ECAP and PIP as practical businessmen who approach these programs scientifically:

> Public opinion surveys are conducted and analyzed, specifications are drawn, and national messages are prepared to treat . . . areas of misinformation. . . . These areas include questions of cost and value of service, adequacy and growth, ownership, citizenship, government competition . . . .[63]

National Association of Electric Companies (NAEC).--NAEC represents the investor-owned side of the power industry in Washington. A weekly newsletter keeps member companies informed about legislative matters which may affect them. When an issue is of sufficient importance, NAEC may recommend that companies send representatives to Washington to call on their congressmen or to testify before congressional committees. Industry positions and testimony usually are formulated in liaison with EEI. Those who testify are industry leaders.[64]

In short, NAEC acts as lobbyist for the industry at the national level. As mentioned previously, coordination with NAEC logically rests with the public affairs department at CIPS.

CIPS' participation in the national organizations and programs briefly discussed above did not begin with creation of the formal public relations department in 1956. But the expertise in the new department and in the public affairs department enabled the company to take full advantage of the many services offered by these organizations.

Jay Paul Wade, Vice President

Ten years after he joined the company, Jay Paul Wade could review his accomplishments with considerable satisfaction. His department was well staffed, well organized, and fully integrated into the operations of the company. A multitude of programs had been conducted or were underway to keep the two-way channels of communications between CIPS and its publics open. Survey findings had improved steadily since their dangerously low levels in the 1950's to a point where the company stood at least equal--and in several categories above--national averages. Customers favorably disposed toward the cost of electricity increased from 49 per cent in 1956 to 69 per cent in 1966. During these ten years, the national figure for favorable opinions climbed only four points to 68 per cent. Company success in getting across the often ignored message that CIPS is an investor-owned company showed comparable gains.[65]

In 1966, CIPS' board of directors named Wade to

CIMA's participation in the national representation and programs initially discussed above did not begin with operation of the Bureau public relations department in 1950. But the experience in the new department and in the public affairs department assisted the company to take full advantage of the many services offered by these organizations.

The Penn Mfg. Vice Presidency

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Questions concerning diagonal toward the core of electricity increased from 42 per cent in 1950 to 49 per cent in 1952. During these ten years, the national figure for favorable opinions climbed only four points to 52 per cent. Employee knowledge in getting across the often ignored message that CIMA is an investor-owned company showing competitive gains.[42]

In 1954, CIMA's board of directors named Penn as

succeed retiring J. C. Happenny as vice president in charge of commercial activities--a position later redesignated vice president-marketing.[66] Wade moved up to this position on June 1, exactly ten years from the day he began working for the company.

In an industry where most top executives have either financial, engineering, or legal backgrounds, Wade's promotion can be viewed as an indicator of management's changing attitude toward the importance of public relations thinking in top management. Luthringer considered Wade "an extremely capable man" whose experience before and after coming to CIPS qualified him "very well for . . . his responsibilities as commercial vice president." These responsibilities entailed exercising administrative control over the advertising and public relations, residential sales, business and industry sales, and public affairs departments.[67]

Wade was the first person with a public relations background to become a CIPS vice president. As one of the company's four vice presidents, he provided a strong public relations oriented voice in senior management circles.

Sam Poe--A New Department Manager

To replace Wade, CIPS brought in Samuel R. Poe, then the 32-year-old advertising manager for Central Louisiana Electric Company (CLECO). Unlike Wade, Poe did

not have a newspaper background. He majored in business management in college, and served as assistant to the personnel director and editor of the company magazine at CLECO before becoming advertising manager.

Poe considers his strong suit to be administrative ability. When he came to CIPS, Wade asked him to "bring order to the jungle of programs he [Wade] had created." Therefore, a great deal of Poe's time has been spent evaluating existing programs to determine if they are still useful in terms of time, people, and money for the results they achieve. Productive programs have been continued and updated and new programs begun.[68] At the beginning of each year, Poe issues a memorandum to all advertising and public relations personnel outlining major projects for that year and assigning individual responsibility for these projects. The memo, comparable to an annual plan, is circulated to all members of management to keep them informed on department activities.[69]

Probably Poe's greatest contribution to the ongoing practice of public relations at CIPS has been his ability to take a younger, fresher look at old and new programs and make sound judgments or recommendations on their value to the company. Cutlip and Center cite a very practical reason for this often neglected practice:

> Executives are becoming more yardstick-minded. To keep costs down, managers must periodically re-examine the worth of each function. Administrators,

> particularly controllers, have a forceful way of asking: "What did we get for all the money your department spent?"[70]

Poe put it another way: "Today you must take a closer look than ever at the cost-profit factor in public relations just as in other corporate departments."[71]

Looking Ahead

Wade and Poe view the industry as being at a breathing point in terms of the national issues that have been fought so vigorously during the first two-thirds of this century. To be sure, the threat of public ownership and even nationalization of the industry still hangs over the heads of investor-owned companies. Senator Lee Metcalf, Congressman John Moss, and others have replaced Carl Thompson and Senator George Norris as advocates of public power. The debate over who should provide the nation's electric power remains active--though not as intense as it once was. CIPS' policy is to continue providing the best possible service at the lowest possible cost and to seek public appreciation of this policy through effective communications with its customers.

According to Poe, what exists now is a requirement for continuing and increasingly sophisticated programs "to provide honest information to the people we serve. What we need most is public relations at the grass roots level."[72] A study is currently underway at CIPS utilizing the

semi-annual surveys to isolate towns which are significantly below the national average in satisfaction with some aspect of rates or service. Once this is accomplished, campaigns specifically tailored for these communities will be developed to meet the problems discovered.[73]

Today, the quality of our environment has become a serious concern to many people. Many electric power companies have had to answer to an angry public for contributing to pollution of the air through emissions from their power generating stations. Although CIPS' power stations are located in rural areas where inconvenience from the residue of coal burning known as "fly ash" is minimal, the company has undertaken a $16,000,000 program to eliminate this potential problem before it occurs. Electrostatic precipitators will be installed in all four CIPS power stations by 1974 to trap virtually all fly ash before it is loosed into the air. The public relations department used news releases and CIPStalk to inform customers and the general public about this project. It was described as enabling the company to "continue to utilize coal, a vital Illinois resource, for the generation of electricity, while making a significant contribution toward a cleaner environment for all to enjoy."[74]

Pending before the Securities Exchange Commission is a proposal by Illinois Power Company (IP) to acquire all CIPS' common stock. If approved, this transaction will

make CIPS a subsidiary and IP both an operating and holding company. The two companies serve territories which interlock geographically and "are ideally situated for operation as a combined integrated system." Both companies believe that:

> The joint large-scale operation of the systems . . . as a single coordinated system would result in operating economies and would benefit . . . customers of both companies . . . by bringing into /the area/ . . . all the resources of the two companies.[75]

How this union would affect the individual departments of the companies is uncertain. However, both CIPS and IP would retain their separate corporate identity. It is possible that the public relations and advertising functions of the two companies might merge as a logical economy move. If so, the larger scope of operations could lead to a separation of advertising and public relations into separate departments once again.[76]

Regardless of the outcome of the affiliation between CIPS and IP, the future of the public relations function at CIPS looks secure--and busy. Company president Kenneth Bowen made his feelings quite clear while pointing up the marked change in company concept of public relations:

> Public relations is vital to the company today. Unless we do the best public relations job we know how, our entire industry may undergo very substantial changes. Unless the customers believe the investor-owned utilities do the best job possible in serving their needs, a change is likely.[77]

NOTES

CHAPTER IV

[1]Wade interview, November 12, 1969.

[2]Daniel Boorstin, The Image (New York: Harper & Row, 1964), pp. 9-44.

[3]Memorandum from Jay Paul Wade to J. C. Happenny, December 12, 1957.

[4]/Jay Paul Wade/ Operating Plan for Press Tour of Grand Tower Power Station (Springfield, Ill.: Central Illinois Public Service Company, 1958).

[5]M. S. Luthringer, "CIPS and Southern Illinois," Speech delivered to media representatives in Southern Illinois, May 24, 1958.

[6]Charles Feirich, "Charlie's Column," The Metropolis News, June 12, 1958, p. 3.

[7]Ibid.

[8]Lee Schooler, "Handling the Special Event," in Perspectives in Public Relations, ed. by Simon, p. 325.

[9]Robert Newcomb and Marg Sammons, Employee Communications in Action (New York: Harper & Brothers, 1961), p. 4.

[10]Wade interview, August 29, 1969.

[11]Jay Paul Wade, "Public Relations is Everybody's Business," A speech delivered at a Human Relations Conference for CIPS Supervisory Personnel (A slightly different version of a previously cited speech), October 28, 1960.

[12]CIPSCO News, April 1958, p. 1.

[13]Personal interview with Fred Fernandes, Public Information Supervisor, CIPS, August 28, 1969. Hereafter referred to as Fernandes interview, August 28, 1969.

NOTES

CHAPTER IV

[1]Open Interview, November 13, 1968.

[2]Gerald Benevolo, The Human Face (New York, Harper & Row, 1964), pp. 9-12.

[3]Conversation from Jay Paul Moss to A. G. Thompson, December 12, 1971.

[4]"Jay Paul Moss," Executive Plan for Urban Growth (Grand Prairie Power Utilities Corporation, 1971), p. 1; Illinois Public Service Company, 1972).

[5]A. G. Thompson, "1990 and Beyond: Illinois," Speech delivered to Public Corporations in Southern Illinois, May 14, 1970.

[6]Charles Public, "Charlie's Column," The Metropolis News, June 12, 1970, p. 3.

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[8]See Reference, "Dwelling the Special Event," in Environments in Public Relations, ed. Jay Glenn, p. 121.

[9]Robert Kennedy and Tony Kushner, Decentralization in Public Use Areas (Harper & Brothers, 1967), p. 6.

[10]Open Interview, August 24, 1968.

[11]Jay Paul Moss, "Public Relations is Everybody's Business," A speech delivered at a Human Relations Conference for Civic Improvement Personnel in Alpha Alpha Corporation, 1969.

[12]Grande Open, April 1970, p. 1.

[13]Personal Interview with Jerad Friedman, Public Information Supervisor, Civic, August 20, 1969. Interview related to an Interview Interview, August 24, 1969.

[14]A copy of CIPSCO News can be seen in Appendix D.

[15]CIPS Advertising and Public Relations Department. A booklet containing the organization chart and job descriptions for the advertising and public relations department, 1967.

[16]William L. Rivers and Wilbur Schramm, Responsibility in Mass Communications (New York: Harper & Row, 1969), pp. 113-25.

[17]Cutlip and Center, Effective Public Relations, p. 289.

[18]/Wade/ Operating Plan for Public Relations, p. 9.

[19]A copy of a CIPS feature story can be seen in Appendix E.

[20]Jay Paul Wade, "Employee Information and Public Relations," Speech delivered to the Springfield Personnel Association, January 18, 1960.

[21]Fernandes interview, August 28, 1969.

[22]Informational Booklet on Federal Power Commission National Power Survey Report (Springfield, Ill.: Central Illinois Public Service Company, December, 1964).

[23]Personal interview with Kenneth E. Bowen, President, CIPS, August 26, 1969. Hereafter referred to as Bowen interview, August 26, 1969.

[24]Copy Desk (Springfield, Ill.: Central Illinois Public Service Company, revised 1967).

[25]Service Interruption Advertising Kit (Springfield, Ill.: Central Illinois Public Service Company, revised 1967).

[26]S. R. Poe, "Poe-Pourri," in "Odds & Ems," Vol. I, No. 1 (1968), 1.

[27]Background Information for News Media (Springfield, Ill.: Central Illinois Public Service Company, 1968).

[28]Fernandes interview, August 28, 1969.

[29]Personal interview with Rich Heiden, Advertising Assistant, CIPS, August 26, 1969.

[14] A copy of [illegible] does one so seen in Typewrite 8.

[15] [illegible] Responsibilities and Public Relations Department. A booklet concerning the organization duties and job descriptions for the Secretarial and public relations department. (1967).

[16] Political In House Communications (New York: Harper & Row, 1969), pp. 113-23.

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[18] Jacoby Corporation Plan for Public Relations, p. 9.

[19] A copy of a 1968 Hudson story can be seen in Typewrite 8.

[20] Jay Emil Webb, "Employee Information and Public Relations," Speech delivered to the Springfield Personnel Association, January 16, 1970.

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[26] R. B. Cox, "Post-Event," in "Talks a Day," pp. 1, Dec. 1 (1969), 2.

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[28] Personnel Interview, August 20, 1969.

[29] Personal interview with Rick Hatch, Newsletter Analyzer, CIPS, August 19, 1969.

[30]Fernandes interview, August 28, 1969.

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[32]Cutlip and Center, Effective Public Relations, pp. 169-78.

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[34]Wade, "Advertising Program."

[35]Year-end Report, Central Surveys Public Opinion Survey for CIPS, 1959, pp. 1 and 8.

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[37]Jay Paul Wade, "It Takes All Kinds," Speech delivered to CIPS 1964 Annual Sales and Public Relations Meeting, January 24, 1964.

[38]A listing of Employee Information Meeting subjects, 1950-68, can be seen in Appendix F.

[39]Cutlip and Center, Effective Public Relations, p. 272.

[40]Praeger, "The Utility and Its Public," p. 285.

[41]See the job description for the Manager of Public Affairs in CIPS Marketing Organization (Springfield, Ill.: Central Illinois Public Service Company, 1967).

[42]Personal interview with Kenneth L. Andres, Manager, Public Affairs Department, CIPS, August 27, 1969. Hereafter referred to as Andres interview, August 27, 1969.

[43]Ibid.

[44]See Results of Employee Information Survey Conducted for Electric Companies Public Information Program (Shenandoah, Iowa: Central Surveys, 1957 and 1959).

[45]Marion Harper, Jr., "The Role of Research in Public Relations," in Public Relations Handbook, ed. by Lesly, p. 648.

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[11] Weeks, "Public Relations is Everybody's Business," p. 109.

[12] Curtis and Greene, Effective Public Relations, pp. 119-20.

[13] Wendell Cherrington Cline Jr. Public Relations, p. 98.

[14] Weeks, "Advertising Program."

[15] Kerr-Wood Company, Central Electric Public Relations Survey (St. Louis, 1958), pp. 1 and 3.

[16] See three volumes of speeches made by Jay Paul Weeks, 1939-47, in Kerr Corporation and public relations department files.

[17] Jay Paul Weeks, "It Takes All Kinds," Speech delivered to CIBC 1964 Annual Dairy and Public Relations Meeting, January 21, 1964.

[18] A listing of Employee Information Meeting subjects, 1950-60, can be seen in Appendix F.

[19] Curtis and Greene, Effective Public Relations, p. 373.

[20] Pressey, "The Utility and Its Public," p. 383.

[21] See the job description for the Manager of Public Affairs in Cities Service Corporation Employment Data, Central Illinois Public Service Company, 1957).

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CHAPTER V

SUMMARY AND CONCLUSIONS

> We have made considerable progress in our public relations. It has taken a lot of hard work and is going to take more in the future. We have developed new programs to provide information to the public about our company, and to show our interest in the people and progress of the area we serve. We strive not just to project an image, but actually to be a forward-looking, progressive utility which gives customers top-flight, low-cost service.
>
> --Marshall S. Luthringer

Summary

There are no secrets in the basic method of generating and transmitting electricity. Fuel sources may differ. Levels of taxation and the cost of borrowing money may vary for public and investor-owned companies. But the technical process of producing and distributing electric power is generally the same in all companies. Good service also is basic to utility companies. Few would survive if their customers were not satisfied with the service they received. In the investor-owned industry-wide customer opinion surveys discussed earlier in this study, the national average--as well as CIPS' average--of customer satisfaction with electric service has always been above 90 per cent. The major difference in companies is often found in how well each is able to communicate with its many publics--customers, employees, stockholders, and the

Chapter 4

Summary and Conclusions

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—Quotation 8. Institutes

Summary

There are no secrets in the basic method of generating and transmitting electricity. Fuel sources may differ. Levels of tension and the cost of borrowing money may vary for taping and interstate-owned companies. But the technical process of producing and distributing electric power is generally the same in all companies. Good service also is basic to utility economics. The world marvels at their customers were not satisfied *with* the services they received. In the investor-owned industry—with customer opinion surveys discussed earlier in this study, the national average—as well as city, county—of customer satisfaction with electric service has always been above 90 per cent. The major difference in companies is often found in how well each is able to communicate with its many publics—customers, employees, stockholders, and the

general community. People make judgments on the basis of what Walter Lippmann called "the pictures in their heads," not necessarily on the facts. Electric rates may be reasonable and the company interested in community welfare, but unless this is communicated to the people they may believe the opposite.

The company that begins with solid performance and vigorously supports aggressive, ethical programs to seek recognition for that performance will likely find it has friends when it needs them.

The organized practice of public relations at CIPS and most of the investor-owned utility industry began with Samuel Insull. Many of the programs and techniques he pioneered are still employed throughout the industry. His insistence that his companies have active public relations departments was responsible for creation of the department at CIPS after the company became part of the Insull organization in 1912. The Federal Trade Commission investigation--brought on by the excesses of the state public utility information committees--gave the entire industry a black eye. Combined with the Insull collapse and the economic depression, the FTC's findings resulted in a sharp reduction in public relations activities in many utility companies. At CIPS the formal function disappeared entirely. It was during the four or five years following the cutback in industry public relations programs that

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investigation--brought on by the recession of the early
organization in 1913. The Federal Trade Commission
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Department was responsible for creation of the Department
impression that big companies have active public relations
planners are still employed throughout the industry. His
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The continued promotion of public relations as close
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general community. People make judgments on the basis of

public power advocates made their greatest gains.

From its beginning on streetcar wheels, CIPS has grown into a company valued at just under $400 million. During these 67 years the United States has gone from the kerosene lamp to the moon in a period of unparalleled change. Much of this change was made possible through the development and mass distribution of electric power. Following World War II, financial recovery and rapid expansion to meet growing power demands became the preoccupation of CIPS management. Worsening economic conditions in Southern Illinois were well known at the general offices, but not defined in terms of what CIPS should or could do to aid the area. Company requirements for more revenue and Southern Illinoisans' need for smaller, not larger, electric bills collided in a public controversy that shook the company--particularly because management felt the company was being unfairly criticized.

The crucial period leading up to and immediately following creation of the new public relations department began with the request for a rate increase in 1953. The best way to review this turbulent time is through a chronological summary:

July 1953 - CIPS makes application to the Illinois Commerce Commission for a rate increase--the first in 33 years. In the absence of an organized public relations department, effort to inform public and employees of need

for an increase is hampered.

May 1954 - ICC grants rate increase. Usual grumbling but no organized complaints heard.

Summer 1955 - First of new semi-annual public opinion surveys conducted. Management alarmed by levels of misinformation and dissatisfaction with rates. Robb Winsborough recommends creation of public relations department.

February 1956 - Illinois State Representative Bert Baker of Benton opens his campaign for re-election with attack on power costs in Southern Illincis. Charges that the high cost of electric power is keeping away the industry so vital to the economic recovery of the area. Calls for bipartisan investigation by Illinois Legislature. Baker's attack and a decision by Olin-Mathieson Corporation not to locate a new plant in Southern Illinois ignites an issue that has remained dormant for nearly two years.

April 1956 - A meeting of the Southern Illinois Editorial Association agrees that the power situation is keeping industry out of Southern Illinois. Newspaper campaigns against CIPS intensify.

June 1956 - Southern Illinois Mayors Association joins battle against electric rates. Employee morale is low from seeing company constantly attacked without answering charges. Jay Paul Wade is hired as manager of the new CIPS public relations department.

for an increase in employment.

Sep 1976 — 200 planes were destroyed. Unabl
grappling but no sustained conflicts began.

Summer 1972 — Plans at two semi-manual pedia
explains surveys conducted. Unemployment slumped by levels at
electrification and dissatisfaction with cranes. Each
atmospheric resistance evolution of public relations
department.

Tuesday 1980 — Illness drive Superconductors Ear
Ephor of tractor opens his campaign for re-election with
arrest on fraud charge in Southern Illinois. Charges that
the high rate of electric power is funding away the
industry as part is the movement economy of the zone.
Delta Gas Pipeline investigation by Illinois Legislature.
Baker's arrest and a decision by city-employees Corporation
not to locate a new plant in southern Illinois Agrippa Ad
Lawyers that has reached bottom the nearly two years.

April 1980 — A meeting of the Governor Illinois
Electric Commission agrees that the power pipeline is
bankrupt Independent Employment and of Southern Illinois. Unemploy-
ment Congress workers cite Assembly.

Summer 1978 — Workers Illinois adopts Association
Jesse Jackson against Electric crane. Employee awards as
the zone Acuity company contracts unsecured without vacancy-
ing overlays. Jab Post week in Diary as manager of the Gas
Pipeline Workers Corporation.

August 1956 - Wade presents preliminary operating plan for public relations program to management. Organized efforts underway to re-establish communications with customers and employees.

April-May 1957 - Hearings held by a committee of the Illinois Legislature to investigate the cost of electric power in Southern Illinois. CIPS uses hearing in Springfield to put the company's position before the people. Company is exonerated but the extent of misinformation about the company and its practices is further emphasized.

September 1957 - Advertising Manager Chiles retires. Public relations and advertising departments combined and a variety of programs to change the company's image begins.

During a period of great expansion that is rife with engineering and financial problems, it is possible for a company to overlook some of the personal aspects of its business. The customer orientation so important to public service organizations gradually disappeared at CIPS during and following World War II. Company critics commented that CIPS employees were unresponsive to complaints. The rate crisis in Southern Illinois served to focus attention on the company's communication shortcomings. It provided a good example of how people will spread misinformation when they are not given the facts. Some Southern Illinois citizens, while noting the rapid industrial growth of their

Deputy Clerk - Keeps Governor personally informed on plans for Peoria relations problems to management. Organized efforts completely to re-establish communications with customers and employees.

Shuttle-Jet 1321 - Meetings held by a committee of the Illinois Legislature to investigate the cause of electric power in Southern Illinois. Cigar ashes burning in Springfield to put the company's position before the people. Company is concerned but the matter of misinformation cause the company but its promotions is further explanations.

Switchboard 1313 - Advertising Manager Dallas retires. Public relations and advertising department combined and a variety of functions to change for company's image begins. Putting a period of great confusion that is rife with engineering and financial positions. It is possible the company to overcome some of the personal ashpoints of its business. The customer orientation on Supervisor to public and informing Peoria Water Co. Company writing communications and informing Peoria Water Co. Company writing communications to employees. The rate case employees were corresponding to complaints. The rate case is Southern Illinois Natural to issue retention on the company's communication advertisements. In pursuing a good example of how Peoria will change distribution when they are not given the rates. Some Southern Illinois citizens, while having the right industrial growth of their

neighboring communities, charged that high electric rates were keeping industry from their own communities--although their rates were exactly the same. A sense of desperation about economic conditions made the controversy an emotional issue for many people.

CIPS management--mainly President Luthringer and Vice President Happenny--recognized the gravity of the immediate problem in Southern Illinois and, from the survey findings, the potential for problems in other areas. With astute outside counsel from Robb Winsborough, they made the decision that changed the course of CIPS relations with its publics. A formal public relations department was established.

Jay Paul Wade brought fresh ideas and a new viewpoint to CIPS. For an organization that had been extremely engineering and accounting oriented, he provided a "third party" point of view. In addition to carrying out the basic communications function of public relations, he acted as a kind of filter to advise management what public reaction to new policies or programs likely would be.

Some of the public relations programs Wade began at CIPS were original. But most were based on sound and proven practices. In all programs he emphasized planning and organization. He saw CIPSCO News as the primary tool for keeping employees informed, and constantly upgraded it. Employee information meetings and the several employee

information bulletins were very valuable supplements in making sure this "first public" always knew what its company and industry were doing. An assortment of new programs, from industry enticing advertisements in national media to power plant open houses and college scholarships, reflected CIPS, acceptance of its social responsibility to its communities. Good media relations were established through personal contact between the public relations staff and media representatives, and through providing the media easy access to company news--both good and bad.

As the overall company image changed, survey results reflected significant changes in public opinion toward the company. Rates were still the most critical issue. Although they remained the same, the number of customers satisfied with their electric bill increased almost 30 per cent during the 13 years the public relations department has existed. During that period, the national average increased about five per cent. CIPS' communications programs have consistently emphasized value of service themes. "Electricity, the biggest bargain in your family budget."

Today the public relations function is firmly entrenched in the corporate structure of CIPS. Many of the techniques employed are straight out of Samuel Insull's "textbook"--but a more subtle approach is used. If anything, the tempo of change in society is increasing and

accompanying complexities grow apace. The need to interpret the policies of the company to the public has never been more acute. One of the greatest problems the utility public relations practitioner must overcome is public apathy. Despite the myriad of costly programs intended to inform customers about their electric service, many people just do not get the message or they screen it out through selective perception of only those communications in which they are interested. Survey responses such as "electricity doesn't cost much in this part of town, but over across the river they've got them kilowatts and they are awful expensive," may amuse, but they also provide a clear and frustrating signal to the practitioner. Much remains to be done in a job that is endless.

CIPS has come from a low point to a solid position of favor with its publics in a reasonably brief period. For their contributions to this success, public relations and Jay Paul Wade must share the credit.

Conclusions

Just as a company can find itself in trouble for neglecting the public relations function, there is danger in giving too much credit or expecting too much from it. Public relations seldom will "bail out" a company whose day-to-day practices and policies do not provide a sound foundation of responsible performance. Seldom can an

organization be made to look better than it actually is. To say that public relations saved Central Illinois Public Service Company would be an overstatement. During the years when the public relations function was absent from the company, the utility tradition of highly excellent service continued as a cornerstone of management policy. This good performance gave the company a secure starting point when answering the charges leveled during the furor over the rate increase. It probably also played an important role in preventing attacks on the company from spreading to the other two operating divisions.

What organized public relations can do and has done at CIPS is to provide the company with a very specialized arm for creating and taking advantage of opportunities to communicate favorably with its publics. At its best, it also gives management an "outside" view on the inside of the company. A reasonably accurate prediction of how the public will react to a request for a rate increase or change in company policy can be of inestimable value to decision makers.

Public opinion surveys notwithstanding, one of the major obstacles to full acceptance of the public relations function in many companies is the inability to measure its results in concrete dollars and cents terms. The successful department requires an enlightened management that is able to view recommended programs in terms of long-range--

and often abstract--returns. As many practitioners have counseled, public relations is a lot of little things and a few big things.

The 1956 rate controversy in Southern Illinois did not by itself cause the public relations department to be established at CIPS. This decision was already under consideration. A growing threat from public ownership advocates--particularly REA--and the need for expert guidance of the employee information program had opened management's eyes to the desirability of a specialized staff communications function. Attacks on rates and the company served mainly to reinforce their decision. Whether or not a public relations department could have prevented the rate increase problem from reaching the proportions it eventually did is strictly speculative. Perhaps if the company had been able to better prepare its customers for the increase prior to filing with the ICC or had had a more favorable overall image, there would have been less criticism. On the other hand, a strong case can be made for the position that there is little CIPS could have done to prevent the difficulty in Southern Illinois. An area described by Professor Baker Brownell of Southern Illinois University as being "somewhat south of prosperity" likely would not have taken kindly to an increase regardless of the pre-conditioning. The absence of organized criticism in the other two more prosperous operating areas seems to

substantiate this conclusion.

In a sense, the 1957 investigation of electric rates facilitated the acceptance and integration of the new public relations department into the company. The need for someone to "set the record straight" was apparent to company employees. Even the legislative committee's investigation report mentioned the need for improved company public relations with its customers. Bert Baker remembered that Luthringer had told him that while he (Luthringer) did not agree with what was being said about CIPS, the investigation did point up the company's failure in communicating with the public.

CIPS' experiences in re-establishing a formal public relations department in the company were probably not unique. Despite individual differences, utility companies tend to resemble each other in their modus operandi. Several factors which retarded creation of the department at CIPS likely could have been found in a number of companies--utilities and others. They were:

1) The technical orientation of most top management personnel producing a failure to recognize the value of and need for the function--a reliance on good technical service to generate good relations.

2) The necessity to keep expenses, and thereby rates, at the lowest level possible.

3) Management awareness of the problems

overzealous public relations activities had created for the entire industry during the Insull days.

The major communications problems influencing management's decision to establish a public relations department have been thoroughly discussed. But other pressures external to immediate company problems were being felt. The environment in which companies operated was becoming increasingly important as a factor governing the policies of the company. Environmental forces which helped to shape CIPS management's thinking toward organized public relations were:

1) The sudden appearance of a hostile public opinion.

2) Trade association pressures on individual companies to support industry-wide programs at the local level.

3) A greater understanding and appreciation for the public relations function and its potential.

4) The ever-increasing complexity of society and the requirement for CIPS to have a credible representative among the voices competing for public attention.

As much as anything else, the success or failure of a public relations department relies on the competency of the people staffing the department, particularly the

overseeing public relations activities had created for the entire industry during the Israeli days.

The major communications problems influencing the people assisting the department. Principally the public relations department relies on the cooperation of the media as mentioned earlier, the success or failure of a public relations department's decision to establish a public relations department have been thoroughly discussed. But other pressures external to immediate company problems were being felt. The environment in which companies operated was becoming increasingly important as a factor governing the policies of the company. Governmental forces which helped to shape CIBA management's thinking toward organized public relations were:

1) The sudden appearance of a hostile public opinion.

2) Trade association pressures on individual companies to support industry-wide programs at the local level.

3) A greater understanding and appreciation for the public relations function and its potential.

a) The ever-increasing complexity of society and the requirement for CIBA to have a workable relationship among the various segments of public opinion.

To each an underlying plan, the purpose or failure of

department head. CIPS was fortunate in the selection of Jay Paul Wade. With strong management backing, he was able quickly to design and supervise the execution of a public relations program which attacked the company's most pressing communications problems. At the same time, however, he wisely counseled management that the department would make its greatest contributions to the company through long-range programs planned to win the public's continuing support, not through emergency action techniques. He built a solid foundation of capable people and sound programs which grew and matured into today's well organized and effective advertising and public relations department.

That public relations is today a vital part of Central Illinois Public Service Company was repeatedly attested in the research and interviews conducted by this writer. Today's management is extremely sensitive to public opinion. President Bowen emphasized that public relations is an integral part of decisions formulated by management. This acceptance in policy-making circles represents respect for the practitioner and practice, and suggests the complete evolution of the management concept of public relations within the CIPS hierarchy.

In attempting some assessment of the value of the public relations function to CIPS, it would be easy again to refer to survey results, or to the multitude of successful projects, or to the many management endorsements. But

the underlying factor in all of these, and perhaps public relations' most important contribution to the company, has been instilling what Cutlip and Center call "PR-mindedness" throughout the employee group. If we concede that employees are indeed the public's primary source of information about the company, acceptance by each employee of the idea that he also is responsible for public relations is essential. In a company whose customers are so widely dispersed geographically, this support is even more crucial. Once employees are pulling together for the benefit of the company, it is reflected in everything the company does. It is the conclusion of this writer that, with the persistent support from Vice President Happenny, Wade and the public relations department were the main force in returning a sense of employee pride and teamwork to CIPS.

Recommendations for Further Research.--There is a considerable body of work covering early utility public relations practices. A large proportion of this concerns the notorious abuses of the Insull-created organizations. Literature dealing with the modern use of public relations techniques by the industry is less plentiful. The research accomplished for this study revealed several areas which appear interesting and fertile for additional study.

1. From the books, articles, and speeches attacking privately-owned electric power companies, it appears to the

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benefit of the company. It is reflected in everything the
more crucial. Some employees are putting forgotten for the
so widely dispersed geographically, this support is even
relations is essential. In a company whose customers are
of the idea that is also is indispensable for public
information about the company. Acceptance by each employee
employees are indeed the public's primary source of
consequence the employee group. It we concede that
been inserting what Gurley and Tanner call "de-mindedness"
relations' most important contribution to the company, has
the underlying flavor in all of these, and perhaps public

casual reader that investor-owned utilities are completely organized against the hapless publicly-owned companies. Research indicates this is not the case. While the public relations function may be called public information or some other name more palatable to legislators, it nonetheless exists and thrives in many municipal and government-financed companies. The TVA has a well-staffed and industrious information office which is worthy of study. A study of public relations or information activities by rural electric co-operatives and their state and national organizations also would be useful in presenting the other side of the coin.

2. In his study of public relations at the Parker Pen Company, Robert Sullivan speculated that departure from classroom public relations principles is the rule rather than the exception in the modern day corporation. This study does not support that suspicion as far as CIPS, and on a larger scale, the investor-owned utility industry are concerned. Their practices closely adhere to the procedures this writer encountered in the classroom and in most public relations literature. I suspect this is at least in part due to the influence of trade associations and other national organizations. A study of contributions to industry public relations made by one, some, or all of the national organizations discussed in Chapter IV would add another piece to the complex puzzle of utility public

control because their legislative activities are considerably
circumscribed whether the business organized corporations.
Pennsylvania indicates this is not the case. While the public
relations function may be exempt public information or mass
other areas more politically in legislatures, it nevertheless
exists and thrives in many municipal and governmental-
financed corporations. The IVA Dam & multi-storied and
information information office which is worthy of study. A
study of public relations or information activities by
rural electric co-operatives may throw more light on political
decentralization also would be useful in assessing the other
side of the coin.

3. In his study of public relations at the Tennessee Valley Authority, Robert Sullivan ascertained that departure from classroom public relations is the rule rather than the exception in the modern day corporation. This study does not evaluate that conclusion as yet as fully, but it appears that increase-owned utility industry on a larger scale, the investor-owned utility industry was concerned. Their practices closely adhere to the pronouncements this writer encountered in the literature may in fact due to the influence of trade associations other public relations literature. I suppose this is at and other political corporations. A study of restrictions to interest public relations made by some, or all of the national corporation only be exempt public information or mass relations function may be exempt public information or mass

relations. An ambitious student could undertake a comparison between the activities of organizations supporting the investor-owned industry and those on the public ownership side (e.g., the American Public Power Association or the National Rural Electric Cooperative Association).

3. Additional studies of other utility companies of varying sizes in different geographical areas would provide a broader base of knowledge about the public relations function in this important industry.

4. Certain corporate practices used by a single company or several companies often spread throughout industry. They are extremely popular for a time, but are often abandoned as quickly as they were adopted. Examples of this fadism--motivational research being the most notable--appeared in the research for this study. Further study of the phenomenon, how fads spread, why they are popular, whether they are productive or not, why they disappear, etc., could be the subject of another study.

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_____ Bruce M. Menees, Director of Government Affairs, Arkansas Power and Light Company, April 11, 1969.

_____ S. R. Poe, Manager, Advertising and Public Relations Department, CIPS, August 28, 29, and December 1, 1969.

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E. Letters

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Webb, Jay Paul. Letter of April 3, 1980, to J. B. Fitzsimmons discussing public relations at Central Illinois Public Service Company.

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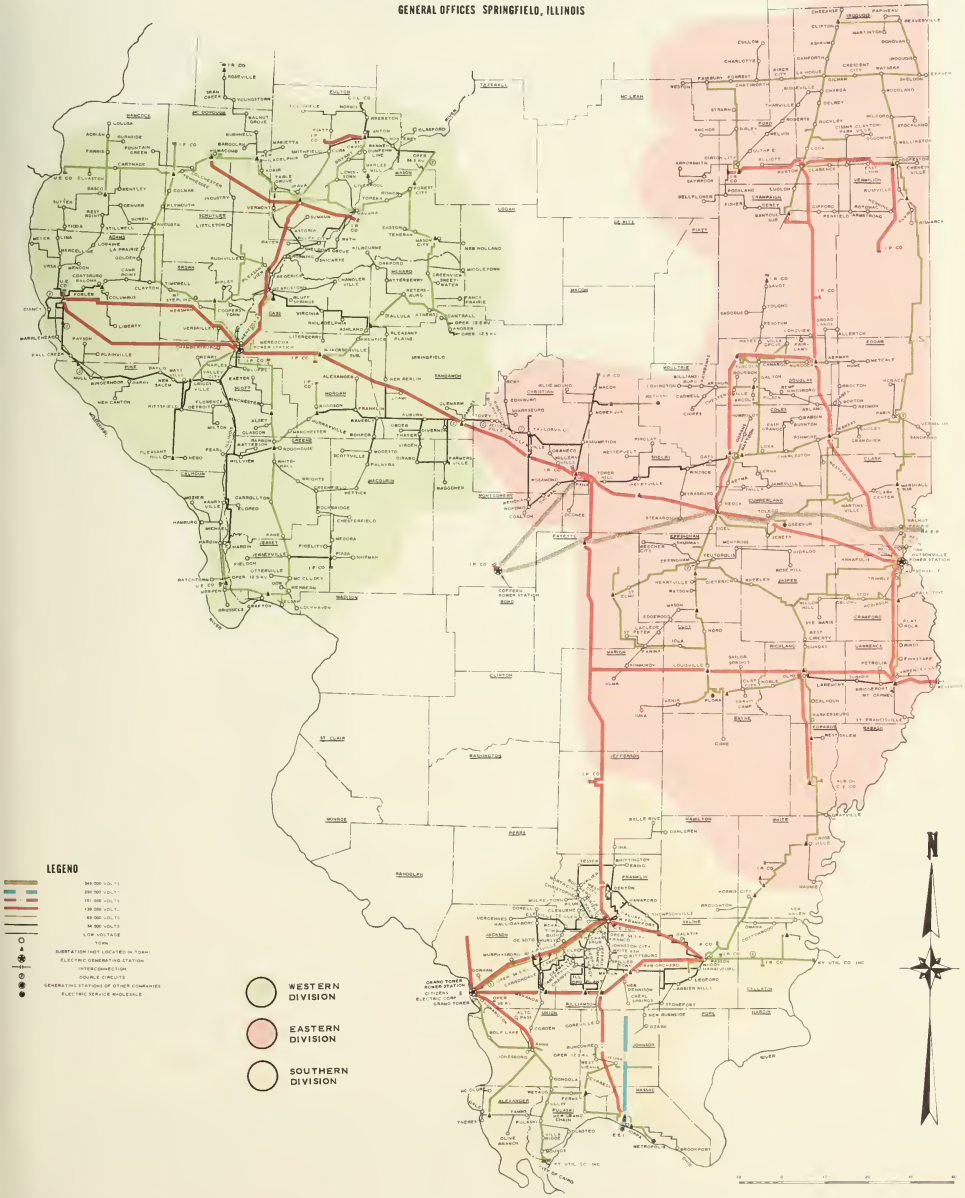
APPENDIX A

TERRITORY SERVED BY

CIPS CENTRAL ILLINOIS PUBLIC SERVICE COMPANY

GENERAL OFFICES SPRINGFIELD, ILLINOIS



JANUARY 1969

APPENDIX B

Bill Groves

. . . . your reading lamp and the $200,000,000

Bill Groves is a member of the Carbondale line crew of CIPS

What do Bill Groves and all that money have to do with your reading lamp? Plenty!

Bill is a lineman for Central Illinois Public Service Company. He helps install and maintain nearly 10,000 miles of transmission and distribution lines . . . the lines needed to deliver electricity to you and other CIPS customers in 500 central and southern Illinois communities.

The 200 million dollars is the amount that has been invested so Bill and the company can bring you dependable electric service . . . service that enables you to reach up and turn on your reading lamp any time you feel like it.

Bill and 1700 more of us at CIPS understand the importance of such responsibility, and gladly accept it. We're proud of the fact that you expect our service to be continuous.

But, if trouble does occur on our lines, any time of the day or night, be assured that Bill Groves and the other specialists on his maintenance team will see that you are using your lamp again in the shortest possible time.

Good reading!

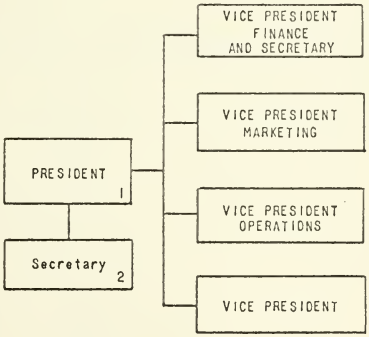
CIPS customers today use five times as much electricity as in 1930. They pay only half as much per kilowatt hour.

CIPS CENTRAL ILLINOIS PUBLIC SERVICE COMPANY

HELPING MORE THAN 500 ILLINOIS COMMUNITIES *LIVE BETTER ELECTRICALLY*

APPENDIX C

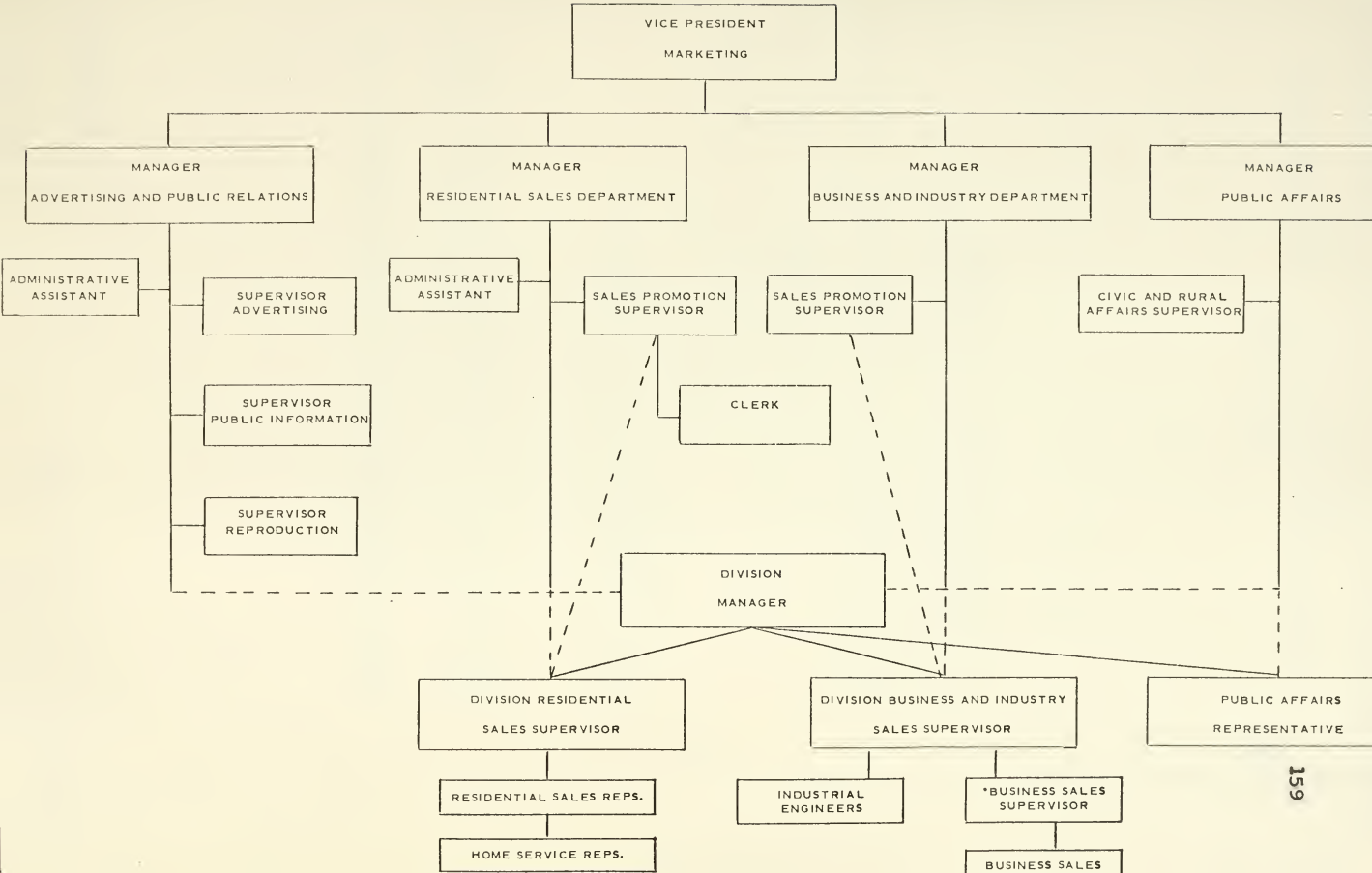
CENTRAL ILLINOIS PUBLIC SERVICE COMPANY
PRESIDENT'S OFFICE
ORGANIZATION CHART
SPRINGFIELD ILLINOIS



Approved W S Sullivan President

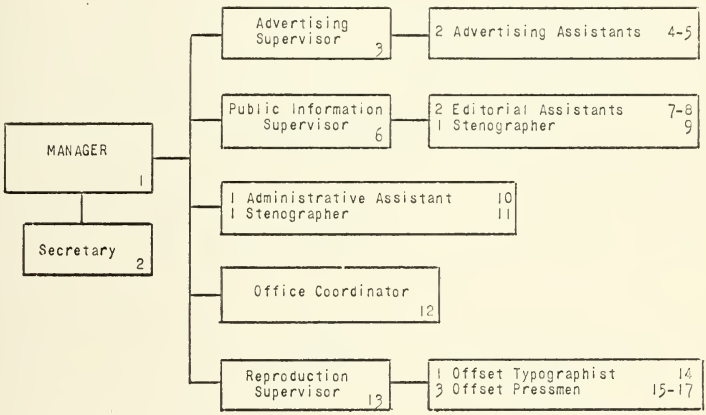
August 1, 1966

PRESIDENT'S OFFICE
SPRINGFIELD ILLINOIS


VICE PRESIDENT
MARKETING
MANAGER
ADVERTISING AND PUBLIC RELATIONS
MANAGER
RESIDENTIAL SALES DEPARTMENT
MANAGER
BUSINESS AND INDUSTRY DEPARTMENT
MANAGER
PUBLIC AFFAIRS
ADMINISTRATIVE ASSISTANT
SUPERVISOR ADVERTISING
SUPERVISOR PUBLIC INFORMATION
SUPERVISOR REPRODUCTION
ADMINISTRATIVE ASSISTANT
SALES PROMOTION SUPERVISOR
CLERK
SALES PROMOTION SUPERVISOR
CIVIC AND RURAL AFFAIRS SUPERVISOR
DIVISION MANAGER
DIVISION RESIDENTIAL SALES SUPERVISOR
DIVISION BUSINESS AND INDUSTRY SALES SUPERVISOR
PUBLIC AFFAIRS REPRESENTATIVE
RESIDENTIAL SALES REPS.
HOME SERVICE REPS.
INDUSTRIAL ENGINEERS
*BUSINESS SALES SUPERVISOR
BUSINESS SALES

ADVERTISING AND PUBLIC RELATIONS DEPARTMENT

ORGANIZATION CHART
SPRINGFIELD ILLINOIS



The Manager of the Advertising and Public Relations Department has general supervision of the preparation and placement of all local and national media advertising and related materials such as brochures, displays, and printed advertising materials; of the preparation and administration of the Company's public relations and employee information programs and activities; and of the publication of the employee magazine.

He is responsible for the planning and preparation of necessary annual budgets for sales promotion advertising and public information expenses. His duties call for coordination of the activities of the Advertising, Public Information and Reproduction Sections through close liaison with the supervisors of these sections.

Approved H. E. Bowen President

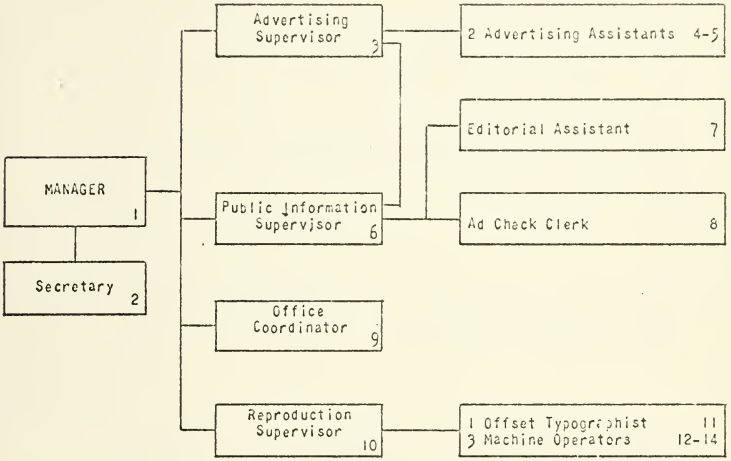
July 16, 1969

ADVERTISING AND
PUBLIC RELATIONS DEPARTMENT
SPRINGFIELD ILLINOIS

CENTRAL ILLINOIS PUBLIC SERVICE COMPANY

ADVERTISING AND PUBLIC RELATIONS DEPARTMENT

ORGANIZATION CHART
SPRINGFIELD ILLINOIS



The Manager has general supervision of the preparation and placement of all advertising (except financial and corporate) and related materials such as brochures, displays, etc.; of the preparation and administration of the Company's public relations and employee information programs and activities; of the reproduction section; and of the publication of the Company magazine.

He assists in the preparation of specifications for printing purchased from suppliers and the preparation and distribution of certain Company publications such as General Bulletin Orders, rate sheets, urban area maps, service rules and organization charts.

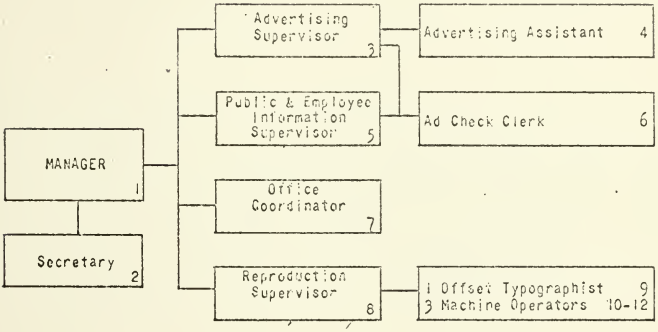
Approved W. D. Hartsinger President

January 15, 1960

ADVERTISING AND
PUBLIC RELATIONS DEPARTMENT
SPRINGFIELD ILLINOIS

ADVERTISING AND PUBLIC RELATIONS DEPARTMENT

ORGANIZATION CHART
SPRINGFIELD ILLINOIS



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He assists in the preparation of specifications for printing purchased from suppliers and the preparation and distribution of certain Company publications such as General Bulletin Orders, rate sheets, urban area maps, service rules and organization charts.

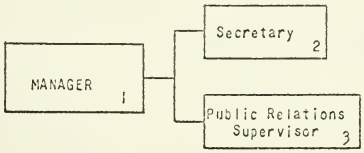
Approved [signature] President

September 1, 1957

CENTRAL ILLINOIS PUBLIC SERVICE COMPANY

PUBLIC RELATIONS DEPARTMENT

ORGANIZATION CHART
SPRINGFIELD ILLINOIS



The Public Relations Department has general supervision of all public relation programs and activities in the Company.

Approved W. G. Fitzhugh President

January 1, 1957

PUBLIC RELATIONS DEPARTMENT
SPRINGFIELD ILLINOIS

APPENDIX D

APPENDIX D

CENTRAL ILLINOIS PUBLIC SERVICE COMPANY

cipsco news

AUGUST, 1968

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en House

. . . page 1

1818 ILLINOIS 1968 SESQUICENTENNIAL

cipsco news

CENTRAL ILLINOIS PUBLIC SERVICE COMPANY
an investor-owned, tax-paying utility

Careless Words Leave Bad Taste

Careless words can do a lot of harm. The value of the right word at the right time cannot be emphasized too much. Nor can we ignore the power of the wrong word to destroy reputations and leave bad impressions.

We can sometimes complain about a loved one to close friends or neighbors, knowing they will understand that our true feelings are pride and affection. For instance, we might facetiously tell a neighbor that our son is the "laziest" person we ever saw. The same statement to a complete stranger, however, would probably leave him with a bad impression of our son.

The neighbor who speculates publicly about another's morals may cause long lasting damage to a reputation. A thoughtless and petty complaint about our Company in public may stick in the mind of a bystander and influence his attitude toward us.

How careful are we with the words we toss about?

A short poem points out why we should choose our words carefully. The poem states: "I'm careful of the words I use, to keep them soft and sweet. You never know, from day to day, which ones you'll have to eat".

THE COVER

Many of the employees and members of their families attending the Employees' Day program at Coffeen Power Station Saturday, Aug. 3, arrived on the 14 air-conditioned buses chartered by the Company. After registering, the guests were taken in groups of 40 on a special tour of the power station. A highlight was the visit to the computer control facilities. L. E. Wills, first auxiliary operator, explained briefly how the control panel operates.

Gas Expansion 'Booming' 5
Marriage Advice 6
Know the Candidates 9
Scholarship Party 10
Shelbyville Reservoir Report .. 14

NORMAN DAVIS
EDITOR

•

ASSOCIATE EDITORS
Margaret Chamberlin, Eastern Division
Edna L. Smith, Southern Division
Julia Welch, Western Division

Vol. 42, No. 8 / August, 1968 / *Published monthly at Springfield, Illinois for the more than 2,100 employees of Central Illinois Public Service Company and their families by the Advertising and Public Relations Department. Sam R. Poe, manager; Fred Fernandes, public information supervisor.*

Employees' Day Followed by Public Tour

• *Dipping into the soda tank for a cold drink are, left to right, Penny, Robin and Bradley, the children of Mr. and Mrs. Francis Pruett of Quincy. Mrs. Pruett works in the office at Quincy.*

Coffeen Open House Attracts 3,750

Approximately 3,750 people, including employees and their families and the general public, took advantage of the rare opportunity to see the actual operation of an electric power station Aug. 3-4 during a two-day Open House program at Coffeen Power Station.

Over 1,100 active and retired employees and their families turned out Saturday, Aug. 3, for the Employees' Day portion of the program. The next day, Sunday, nearly 2,600 people toured Coffeen Station as part of a special event for residents of Montgomery County, where the station is located.

Many of the people who toured the station . . . both employees and non-employees . . . were viewing the inside of an electric generating station for the first time. In addition to seeing the basic operations involved in generating electricity, those pres-

Continued on next page.

• *Kathy Patterson, 5-year-old daughter of Mr. and Mrs. Tom Patterson of Beardstown, appears to be a real "chicken lover". Her father is a gas engineer at Beardstown.*

• *Allen Rudolph, assistant superintendent at Coffeen, briefs a group in the assembly room at the start of their tour.*

Young Children Entertained in Nursery Playground

• *Mrs. Ralph Speiser of Hillsboro, one of the nursery attendants, watches Mike and Jim Page, sons of Mr. and Mrs. John W. Page of Virden, as they play in the nursery. Mike is at the top of the slide.*

ent on Employees' Day were taken to the 18-story high roof of the building for a beautiful view of Coffeen Lake and the surrounding area.

To complete the tour, the Truax-Traer Coal Co., which supplies coal directly to Coffeen Station from its nearby mine, set up an exhibit explaining and illustrating its operations.

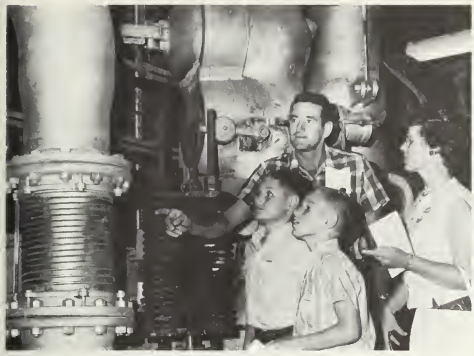
Prior to the actual tour, Employees' Day guests were treated to lunch at the Hillsboro High School cafeteria. Soft drinks and coffee were served throughout the afternoon in the registration and rest tent on the station grounds on both days.

Fourteen special air-conditioned buses were chartered by the Company to provide transportation to and from the Open House for any employees wishing to ride them. Some employees, though, chose to drive their own cars.

Shortly before the public tour got under way on Sunday, an electrical short circuit in the control wiring to the main transformer made it necessary to trip the 365,000-kilowatt generator off line. The trouble was repaired, however, and the unit returned to service within half an hour. Start-up continued throughout the afternoon, with the guests — probably without knowing it— witnessing a real rarity in power station operations.

• *Debbie Bailey, daughter of Mr. and Mrs. Frank Bailey of Charleston, relishes her ice cream.*

• *Monroe Bailey, an employee at Quincy, points out Coffeen Lake to his daughters, Carol, left, and Debra, from the roof of the station.*



• *Mr. and Mrs. Don Campbell of Carthage and their sons, Greg, left, and Gary, look at one of the boiler feed pumps on the ground floor of Coffeen Station.*

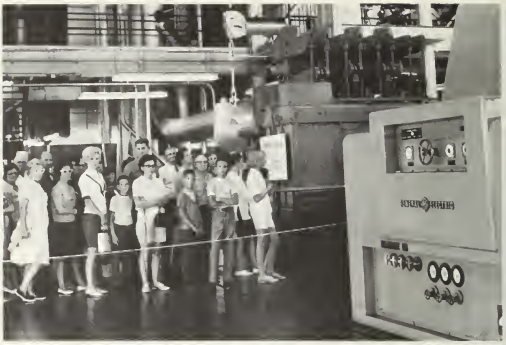
Lunch at High School Preceded Start of Tour

more photos on next page . . .

• *Mr. and Mrs. Carl Kennedy of Springfield relax after the tour of the station. Kennedy is chemical engineer in the Production Department.*

• *Mr. and Mrs. Larry Fuerer of Marion and their children, Brett, left, and Laura, were among the more than 1,000 people fed at Hillsboro High School prior to the tour of Coffeen Station.*

• *Three young girls seem to be intrigued by the "Talking Reddy Kilowatt" display.*



Over 2,600 at Public Open House

(See details in article on pages 1 and 2)

BOOM!

• *Exploding dynamite rips the hard rock loose.*

• *A construction company worker measures the depth of the trench which will be used for distribution pipeline in Rosiclare.*

• *Bob Parker, left, squad leader in the Southern Division gas section, and two officials of the construction company laying the pipeline examine a portion of the line where the trenching machine was having problems because of muddy conditions.*

THE job of bringing natural gas service for the first time to five communities in Pope, Hardin and Johnson counties in Southern Illinois was approximately 70 per cent complete as of July 31. These pictures show the progress on the 55-mile stretch of pipeline. Communities served by the line will be Golconda, Rosiclare, Elizabethtown, Grantsburg and Cave-In-Rock.

• *Parker, right, helps check a rough section of right-of-way.*

• *Parker, right, and several construction company employees walk along the pipeline as a machine checks the special wrapping at each weld on the pipe.*

Mr. and Mrs. Otto Harms

Married 64 Years

Retired Couple Keeps Spark Of Love Alive

IF a long and successful marriage is any criterion for dispensing advice on the subject of wedded bliss, Mr. and Mrs. Otto Harms of Olney qualify with flying colors.

Harms and his wife celebrated their 64th wedding anniversary May 9, giving them the background needed to determine some of the factors contributing to a successful marriage. He retired in 1946 as a substation operator at Olney after 47 years of service with the old Olney Edison Electric Light and Power Co. and CIPS.

Mrs. Harms' comments on their long marriage are typical of the couple's attitudes toward each other.

'Companionship Grows Deeper'

"It appears the companionship increases and grows deeper and richer as the years pass on," she said. "I feel that persons marrying must realize that marriage is a lifetime affair. Some people marry but do not want to assume responsibility and want to act as though they are still single.

"True, people who have been married a long time, or even for shorter periods, have their differences of opinions on many matters, but I feel basically that the spark of love and admiration should never wane."

'Husband Should Have Job'

Her husband — as befits the role — touches on the more practical aspects of marriage in his reflections.

"I do not feel that any young man should marry until he is old enough to have a job or a business so he can support a family," Harms observed. "When I was married in 1904, I was 23 years of age and had been employed since Jan. 1, 1896, by the Olney Edison Electric Light and Power Co., which was later acquired by CIPS."

The couple has one son, Jesse D. of Olney, and two daughters, Mrs. Clem (Charlotte) Welker of Indianapolis and Mrs. LeRoy (Lillian) Kester of Cisne. They have eight grandchildren and 40 great-grandchildren.

How does Mrs. Harms regard the parent-child relationship?

'Owe Children Everything'

"My first thoughts are that the parents owe the children everything, not only in the way of material support during their formative years, but we also need to teach them moral, spiritual and social values," she explained. "Our children owe us nothing except gratitude and respect. They certainly came into the world through no choice of their own."

Harms, a native of Edwards County, has lived in Olney since he was nine years old. He has been a member of Richland Lodge No. 180 of the International Order of Odd Fellows for almost 50 years, and he and Mrs. Harms have been members of the First Methodist Church for over 40 years.

Mrs. Harms also has been a resident of Olney since early childhood.

Harold Ellerman, right, Jerseyville group superintendent, Mary Heitzig and Ivan T. Heiderscheid inspect one of several billboards in the Jerseyville area advertising the "36 Club". Heiderscheid and Ellerman are co-chairmen of the project, while Mrs. Heitzig is publicity chairman. The club is seeking total community support to promote industrial development in Jerseyville. Anyone can join by pledging $1 a month for 36 months. (Photo courtesy Jerseyville Democrat News)

Electric Demand Tops Million-Kw 4 Straight Days

Electric power demand on the Company's system soared over the 1,000,000-kilowatt mark on four successive days during August. It marked the first time in the Company's history that demand topped the 1,000,000-kw mark.

A new all-time high peak demand was recorded between 1 and 2 p.m. on Tuesday, Aug. 6, when the peak hit 1,049,000-kw.

Peak demands for the other three days were: Monday, 1,003,000-kw; Wednesday, 1,040,000-kw, and Thursday, 1,018,000-kw.

The all-time high in customer usage was recorded on Wednesday, Aug. 7, when customers used a total of 20,232,200 kilowatt-hours from midnight Tuesday to midnight Wednesday.

The new records were attributed principally to the general increased use of cooling and air conditioning equipment by customers during the four-day period.

Helped Form '36 Club' in Jerseyville

Ellerman Has Key Role in City Industrial Group

SPARKED by a recent federal grant of $24,510, the four-month-old Jerseyville Industrial Development Corporation is hard at work seeking to insure a solid industrial future for the community.

In an effort to stimulate and promote economic expansion and growth in the community, the Jerseyville City Council created the municipal industrial commission last May with an initial annual budget of $10,000. One-third of the fund was to be contributed by the city, with an independent "36 Club" being organized to raise the remaining two-thirds.

On July 4, however, the U. S. Economic Development Administration announced it had approved a grant to the Jerseyville industrial commission of $24,510, to be renewed annually. The grant was contingent upon a cash contribution of $4,784 and an in-kind contribution of $3,804 by the city, with much of the latter contribution coming through the use of Chamber of Commerce facilities and personnel.

Suddenly, the Jerseyville commission found itself with a total annual budget of $33,098, compared to the $10,000 fund with which it was started.

One of the Jerseyville civic leaders who was instrumental in such accomplishments by the industrial planning group is Harold Ellerman, superintendent of the Company's Jerseyville group operations. He and Ivan Heiderscheid, who is chairman of the nine-member Industrial Development Commission, are co-chairmen of the "36 Club". In addition, Ellerman also is serving a four-year term on the Industrial Commission.

With the federal funds covering most of the total budget, the "36 Club" has turned its attention mainly to raising funds for the purchase of industrial property which can then be used to attract industry to Jerseyville.

The name "36 Club" is derived from the membership dues setup. Dues are one dollar a month for a period of 36 months, and everyone in the community is invited to join.

As of late July, approximately $10,000 had been pledged to the "36 Club".

Another CIPS community, Effingham, also has a "36 Club" to promote industrial development. The Effingham club was formed approximately six months ago.

Edwin Vennard

Vennard Says Investor-Owned Utilities Can Do Much Better Job Than Government

'Government Should Be Regulator'

Investor-owned electric utilities can do anything government power agencies can, and do it better at the same time.

This straight-forward appraisal is presented by Edwin Vennard, vice president and managing director of the Edison Electric Institute, in his new book, *Government in the Power Business.*

According to Vennard, government should be involved in the power business mainly as a regulator to determine rates and insure fair practices by investor-owned companies and government power agencies already in existence.

In his new book, Vennard hopes to convince the reader that: 1) investor-owned electric utilities offer more advantages and better service to the consumer; 2) government competition has often been unfair; and 3) ultimately investor-ownership is more in key with the American way of life.

Analyzes Public Power Arguments

He starts out by listing the four major reasons presented for government's entry into the power business. Some stress 1) that government financing as well as free market financing is necessary to meet America's great power requirements. Vennard, though, spends an entire chapter of his book showing that the free market can provide all the financing needed for electric power.

Another claim 2) is that government power is cheaper, a contention that the EEI vice president refutes with a statistical study of the Tennessee Valley Authority, Bonneville Power Administration and Rural Electrification Administration-financed generation and transmission cooperatives. Through his study Vennard found that the major differences in cost of electricity are caused by much higher taxes and financing rates paid by investor-owned utilities.

Government Electric Projects Don't Pay Way

Government power advocates also contend 3) that the sale of electric power by government agencies brings in needed income which helps pay for other functions, such as flood control. Studies, though, indicate that government electric projects do not pay their own way.

Still others say 4) cheap government power will help speed the economic development of an area. Vennard says the argument is faulty since areas with government power show no indication of growing faster than similar areas served mainly by investor-owned companies.

Higher taxes and financing costs faced by investor-owned companies are major considerations in any comparison with government power agencies, he emphasizes. Since they do not pay corporate income taxes and are able to obtain capital at less than market value, municipals often have lower rates than nearby investor-owned companies.

But despite this disadvantage, investor-owned utilities operate more efficiently, according to Vennard. Their production expenses are smaller, their distribution costs have dipped lower than those of municipals in recent

Continued on opposite page.

Political Questions and Answers

Knowing Candidates Is Important

With this issue, CIPSCO NEWS continues its series of questions and answers about politics — an area which has a great effect on the lives of all Americans.

The series is designed to answer some of the more common questions which people ask in their effort to become better-informed voters and more effective citizens.

Become Informed About Qualifications

Q. *What should I look for in a Congressman, other than his voting record, before donating funds?*

A. Look at his attendance record, his work on Congressional committees, his philosophy of government, integrity and leadership abilities.

Q. *How can we learn more about our candidate? Newspaper and magazine articles sometimes do not supply a complete or accurate picture of a candidate and his philosophy.*

A. If your candidate is an incumbent Congressman, you can ask him for his complete voting record. Regardless of what office the candidate is seeking, you can write him, asking for his views on specific issues. Attend events where the candidate is speaking and ask questions.

Q. *Isn't it true that an experienced politician has different speeches for various social and economic groups which give each of them the impression that he is "on their side"? Shouldn't the public be educated to study the true test of a politician's philosophy — which is his voting record?*

A. Voting records of incumbents are irrefutable evidence. Speeches on radio and television may give some clue, because all elements of our society are listening at the same time.

After The Nomination

Q. *Is there a danger in people becoming so concerned with one particular candidate's selection that those who supported an unsuccessful aspirant in a primary or national convention will then refuse to work for the successful nominee? Must we be prepared to work for a candidate who does not completely agree with our views?*

A. There is always the danger that supporters of a losing candidate will sit on their hands and refuse to support the victorious candidate. But political maturity would imply a willingness to close ranks after a primary battle, even if you do not agree completely with the views of the nominee. In short, don't sit on your hands — work for the best man in the general election.

Compromise And Conflict With Principles

Q. *If compromise is necessary in passing legislation, how can candidates stand on principles?*

A. Politics, like life, is a matter of compromise. Politics always involves compromise, and anyone who is unwilling to compromise will be continually unhappy with politics. An elected official can maintain his basic principles, while at the same time supporting specific legislation which may not completely reflect his specific thinking on the issue in question. Of course, there is a limit to compromise— when it challenges the fundamental moral convictions of the individual.

'Government Should Be Regulator'—Cont.

years and they have a more favorable ratio of operating expenses to gross revenues before depreciation and taxes.

Moving from a study of municipals, Vennard presents a detailed history of the tug-of-war between government projects and private industry, showing how the federal government has used its power to tip the scale in favor of its own projects.

In concluding the book, Vennard deals with the consumer's "non-economic considerations" in choosing between investor-owned and government utilities. Planting himself squarely on the side of American traditions of free initiative and enterprise, the author makes it clear that he feels competition in the free market is valuable and consistent with our traditions.

Electric power companies, therefore, should compete with suppliers of other forms of energy. But when government activity in the power business encroaches on the free market, individual enterprise is subverted and the free enterprise system undermined, he asserts.

Noting the welcoming sign at the Springfield Holiday Inn East motel are, left to right, Rosemary Brandis, Mary F. Kastl and Charles N. Iknayan.

Muni Opera Visit Highlights Party

CIPS Schola

A visit to the Springfield Municipal Opera's production of "The Unsinkable Molly Brown" highlighted the second annual dinner and theatre party for Company scholarship winners, which was held July 12 in Springfield.

The party brought together eleven winners of the $4,000 scholarships CIPS awards annually, giving the students a chance to become better acquainted with one another and with Company officials.

The young men and women arrived in mid-afternoon at the Holiday Inn East in Springfield for the start of the special activities. During the rest of the afternoon, they were invited to go swimming or use the pool side for chatting and resting.

At the dinner, Jay Paul Wade, marketing vice president, welcomed the scholarship winners and reminded them of one of the major purposes of education.

"Education should teach us to demand specifics — to consider all the factors before arriving at a conclusion," he stated. "In our world, our most troublesome problems are human problems — ones which deal with man's relationship to other men.

"They can be solved only be developing greater respect for other people and their opinions — more understanding of other people's ideas and motivations — and by committing ourselves to work toward progress in a thoughtful and orderly manner."

Kenneth Andres, manager of the Public Affairs Department, served as master of ceremonies and introduced each student to the group. In addition to Wade's remarks, Professor J. Thomas Hastings of the University of Illinois, a member of the committee which picks the scholarship winners, also spoke briefly.

Following dinner the group attended the "Molly Brown" performance at the Lake Springfield opera

Several CIPS scholarship winners register at the Holiday Inn East for the dinner-theatre party sponsored by the Company.

Miss Adelaide O'Brien, facing the camera at the left, director of the Springfield Municipal Opera, introduces some members of the cast of "The Unsinkable Molly Brown" to CIPS scholars during their backstage tour prior to the performance.

Enjoying the sun are six of the scholarship winners who were able to attend the dinner-theatre party. Left to right are Carl McCormick, Bruce Leasure, J. Michael Marlin, Rosemary Brandis, Mary F. Kastl and Cathy Morrison.

eet Again

site. Prior to the beginning of the show, the students were taken backstage where they visited members of the cast and watched the stagehands at work.

After an informal party following the theatre visit, the students returned home the next morning.

Accompanying the scholarship winners to Springfield were R. G. Lane, W. A. Luecke and D. R. Welbourne, managers of the Eastern, Southern and Western Divisions, respectively; B. R. Finefrock, Robinson group superintendent; Mason Parker, Southern Division public affairs representative, and Carl Pohlman, Western Division public affairs representative.

Other guests at the dinner party were Mrs. Hastings and Dr. and Mrs. W. L. Shoemaker. Dr. Shoemaker, a professor at the University of Illinois, also is a member of the Scholarship Committee.

Scholarship winners present were Rosemary Brandis of Kincaid, Charles Iknayan of Charleston, Mary F. Kastl of Mattoon, Bruce Leasure of Carbondale, J. Michael Marlin of Norris City, Cathy Morrison of Robinson, Carl McCormick of Grand Tower, Roger W. Nesbit of Quincy, Mary Anne Rue of Marion, Richard M. Shelton of Macomb and James Witschy of Olney. The Misses Kastl, Morrison and Rue are the daughters of CIPS employees, Francis Kastl, Wilbur T. Morrison and Orlie Rue, Jr., respectively.

Marlin and Nesbit, both of whom will be freshmen at the University of Illinois this fall, were the most recent winners present.

The Company scholarship program has been in operation for five years and to date 20 scholarships have been awarded. The dinner-theatre party was started last year in an effort to provide additional recognition for the scholarship winners.

Lunch was the first order of business for this trio after arriving at the motel. Left to right are Cathy Morrison, Mrs. B. R. Finefrock and her husband, who is Robinson group superinendent.

Pretty Cathy Morrison, right, has the attention of Richard Shelton of Macomb as she strums her guitar and sings ballads during a get-together following the dinner-theatre party.

Andres Named Public Affairs Department Manager

Mattoon Native Succeeds Late G. V. Keeley

Kenneth L. Andres of Springfield has been named manager of the Public Affairs Department to succeed the late Gerald V. Keeley

Andres had been civic and rural affairs supervisor and an assistant to Keeley since March, 1967. He joined the Company in early 1963 as an editorial assistant after serving a year as director of public relations at Carthage (Ill.) College. He became administrative assistant to the manager of Advertising and Public Relations in March, 1966.

A native of the Mattoon area, Andres is a graduate of Neoga High School and taught there two years after receiving a bachelor of science degree in education from Eastern Illinois University in 1958. He has completed all courses leading to a master's degree in journalism at the University of Illinois.

As manager of the Public Affairs Department, Andres will be the Company's legislative representative and will be responsible for analyzing local, state and national legislation which affects CIPS and the utility industry.

Andres, during his tenure, has helped develop numerous presentations and informational materials on issues and subjects affecting both the Company and the utility industry which have gained national attention. He presently is a member of the Edison Electric Institute's Farm Group and is chairman of the Post-High School Subcommittee of that group. He also is a member of the Illinois Farm Electrification Council.

He served as sales advisor for the 1966-1967 CIPS-sponsored Junior Achievement company, Entrepreneurs Unlimited, which was named J. A. "Company of the Year" in Springfield. He served two years with the Army, including 15 months in Korea.

Kenneth L. Andres

Andres and his wife, the former Ann Huff of Mattoon, have three sons, Ted, 12; Geoff, 9, and Kelly, 8. He is a member of the Jerome Methodist Church.

Two Junior Achievement Awards Presented

President K. E. Bowen, third from right, and Irv Scheller, third from left, executive director for Junior Achievement of Springfield, display the two awards presented to the Company recently in recognition of the accomplishments of Reddi-Set-Co, the CIPS-sponsored J. A. company. Bowen holds the plaque which Reddi-Set-Co won by being selected as Springfield "Company of the Year", while Scheller holds the plaque awarded when Reddi-Set-Co was named a "Top Achievement Company" in the Midwest Regional judging at St. Louis. Also taking part in the presentation were the four employees who served as advisers for Reddi-Set-Co. They are, left to right, Dan Chevalier, Bill Voisin, Steve Clouse and Donald Wilson.

Award Presented To CIPSCO NEWS

CIPSCO NEWS has received an "Award of Merit" for placing among the top publications in its category in the 1967 Evaluation and Awards Program of the International Council of Industrial Editors.

ICIE cited the magazine for its work in the employee communications field during 1967. CIPSCO NEWS competed against employee magazines with 2,500-5,000 circulation. Judging was based on four factors: writing quality, balance of content, appearance and achievement of objectives.

Electric Use Sets Mark

The average use of electric power in the American home rose to an estimated record 5,565 kilowatt-hours during 1967, an increase of some 300 kilowatt-hours over the preceding year.

Registering First Step in Voting

ACCORDING to voting analysts, a total of 120,000,000 Americans will be of voting age on the Nov. 5 Presidential election date. Of that total, however, less than 94 million will be registered to vote.

And not all of this total number of registered persons will bother to cast a ballot. In fact, observers predict that only about 82,000,000 will vote on Nov. 5.

Will you be included in the number of Americans who will help choose the nation's highest public officials?

First of all, you must be registered to vote. Failing to register can erase all your hopes and desires for good citizenship and better government.

Registration is your license to vote. Without it, you can only be a spectator in the important issues of local, state and national affairs.

Registering Is Easy

Actually, registering to vote is an easy task. All that's required is a trip to the county clerk's office to fill out several forms.

Younger CIPS employees who will reach their 21st birthday on or before Nov. 5 are eligible to register. Also, all employees who have changed their addresses and female employees who have married since the last election must re-register to retain their right to vote. In addition, any employee who hasn't voted in a general election in the past four years must re-register.

Public Affairs Report

THE DEADLINE FOR VOTER REGISTRATION IS OCT. 7.

If you have any doubts whatsoever that you are properly registered and qualified to vote on Nov. 5, please phone, write or call in person at your county clerk's office. (Employees residing within the city limits of Springfield should contact the city election commission offices in the Municipal Building.) Actual registration, however, must be completed in person at the proper office.

Check Voting Requirements

Illinois election laws also specify that in order to vote you must be a resident of the state for one year, a resident of your county for 90 days and a resident of your precinct for at least 30 days prior to election day.

Moved or Transferred Recently?

New Residents Can Vote If . . .

• Although Illinois election laws state that you must have resided in the state for one year, in the county for 90 days and in the precinct for 30 days in order to vote in a general election, you may still vote for the President and Vice President in the Nov. 5 election if, during the current year, you have joined CIPS from another state or recently have been transferred from one county to another.

Under the state voting law, you can cast a ballot for the nation's top two offices under the following conditions:

1. If you have lived at your present residence at least 60 days prior to Nov. 5, 1968.
2. If you would have been eligible to vote at your former address.
3. If you apply at the county clerk's office (or city election commision offices for Springfield residents) on or before Oct. 7 and complete the necessary voting application.

If you are in this category, you must cast your ballot in person between Oct. 21 and Nov. 2.

Will Rescuer Always Arrive?

A commuting writer for *The News-Sun* of Kendallville, Ind., writes of what he sees along the road to and from work: ". . . we've noticed a white angora billy goat with his head through the fence beside the road. He seems to be waiting patiently for help to extricate him because his horns turn back and he's caught like a fish in a gill net. He must really relish that lush grass just beyond the fence, and he seems to be confident that someone will help him out.

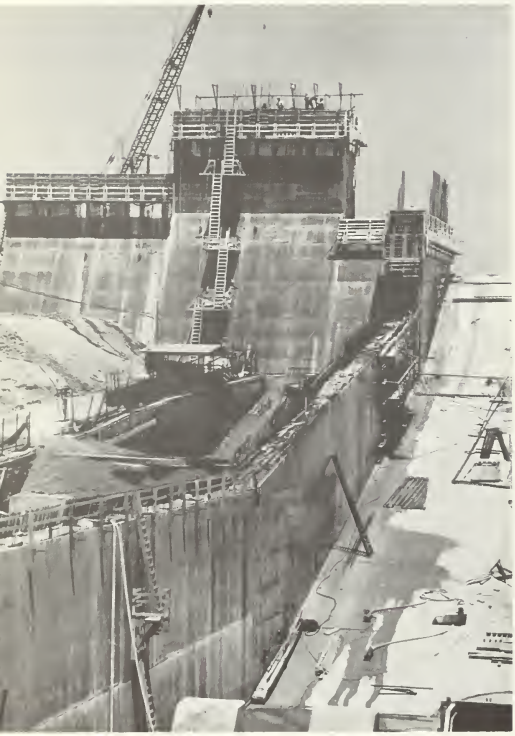
The episode struck us as being parallel to the situation Americans face today . . . We (so) love that lushness just beyond what comes by the sweat of our brows that we've been tempted beyond our freedom, which we lose until someone comes along to help us out . . . What would happen if that farmer got tired of loosening the stupid goat, or got sick, or involved elsewhere?"

When we expect government to solve all our problems for us and guarantee our security from the cradle to the grave, we are indeed acting like the stupid goat.

Shelbyville Reservoir Report:

Target Date 1971

• *Steel plates, 40 feet by 55 feet, will be used as "tainter" gates to control the flow of water out of the reservoir and over the dam*



• *Many ladders are needed to help the workers mount the concrete dam. The top elevation of the dam will be 643 feet, with the total length being 3,025 lineal feet.*

Construction on the huge concrete dam portion of the $30-million-plus Shelbyville Reservoir project should be completed by this fall, according to the latest engineering estimates. The entire project, located in the CIPS Eastern Division service area, is now scheduled for completion in 1971.

Authorized by Congress in 1958, the Shelbyville project is a key part of the water resources development of the Kaskaskia River Basin. Also included in the reclamation program is the Carlyle Reservoir, costing $41 million.

While the Shelbyville Reservoir is intended primarily to provide for flood control, water supply, low flow regulation, navigation and fish and wildlife conservation, it also will include more than 5,000 acres of federal and public access and recreation areas.

When finished, the normal reservoir pool will cover 11,000 acres, with a flood control area of 25,300 acres.

A temporary dam is now being built to divert the waters of the Kaskaskia River while the remaining portion of the permanent dam is constructed across the existing river channel. The completed dam will be 643 feet high, 108 feet above the present stream bed, and 3,025 lineal feet long.

• *Construction of the dam was approximately 45 per cent complete when the photograph at the right was taken. One of three giant cranes being used on the project here lifts to the top of the dam one of the forms used when the concrete is poured.*

• *An over-all view of the Shelbyville Dam and Reservoir project shows the general progress of the work. The bridge at the far left spans the Kaskaskia River on Illinois Route 16.*

Photos Courtesy
Mattoon
Journal-Gazette

• *A worker walks past a row of tall steel rods, which are used as reinforcement in the concrete portion of the dam.*

Named Quincy 'Teen of Week'

Wendy Eston Wishes for Peace, Better Communications, Smiles

Wendy Eston

Quincy teenager Wendy Eston is a young person with firm convictions and opinions regarding world and national problems.

Wendy, the daughter of Mr. and Mrs. E. Glen Eston, recently was cited by the *Quincy Herald Whig* as its "Teen of the Week". Her father is storeroom man for the Quincy group operations.

Unlike so many other modern teenagers, Miss Eston says the people she most admires are her parents. "My parents are such great people, and they've done so much for me," she says.

"They are always behind me, supporting me in everything I do. They have faith in me, and they trust me. Sure, we have our differences of opinion, and we sometimes argue and disagree, but after these clashes of temper we settle down and love one another again."

Regarding the racial struggles going on in America today, Wendy feels that demonstrations are often wasted effort. "I feel that demonstrations, whether they are peaceful or violent, usually are a waste of time and often a waste of lives.

"The ideals of some of our leaders have been good," she continued. "The one I really respected was Martin Luther King. I only hope his teaching has instilled non-violence in the hearts of some of our people."

Wendy, a spring graduate of Quincy High School, is planning to attend MacMurray College in Jacksonville, Ill., this fall and major in music. This summer, she and 16 other young Quincy musicians attended an international music conference at Dijon, France.

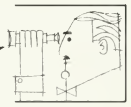
"I love to sit at the piano and compose songs," she declared, adding that she practically lives and breathes music.

At Quincy High School, Wendy played string bass in the concert orchestra and sang soprano in the concert choir. In addition to her musical accomplishments, she was chosen queen of the Sweetheart Ball, was a semifinalist in a contest to select the school's most representative teenager and was a member of the human relations club.

When asked what three wishes she would like most to see come true, Wendy's answer revealed why this young lady was selected as Quincy "Teen of the Week".

She said her first wish would be for peace in America, the second that "people would talk to one another more (since communications is an art that has been lost in the rush for life)" and third that "I could see smiles more frequently than I do frowns".

WHAT'S NEW



"LIFELONG" electric household appliances that feature an original and exclusive concept in self-serviceability — a spray-steam-dry iron, toaster and automatic glass percolator — are now available from the Proctor-Silex Co. These appliances eliminate the problem of extensive repair shop service on household electric equipment. Each appliance has built-in safety features and is designed to give many years of service. As shown in the photo, each appliance can be disassembled and re-assembled in the home without tools. Should anything go wrong,

the trouble can be readily located and the needed replacement unit immediately obtained at local department stores and appliance dealers.

'68 Congress Shelves FPC 'Reliability' Bill

No action on the Federal Power Commission's so-called "reliability" bill (S. 1934) was taken during the 1968 session of Congress. Sen. Warren Magnuson, chairman of the Senate Commerce Committee which is studying the bill, said he hopes to hold further hearings later this fall.

Sen. Magnuson said his committee was unable to act on the bill for several reasons: lateness of the session, failure of the House of Representatives to act on similar bills, utility reports with the FPC indicating adequate generating capacity for the summer months and indications from previous committee hearings that the legislation involves "fundamental policy questions" and is very complex.

Before-and-after photographs vividly demonstrate the improvement in New Berlin's street lighting system after the installation of new 7,000-lumen mercury vapor lights throughout the community. The new lights remove all dark areas from the village and give off approximately three times as much light as the old incandescent lamps.

New Berlin Mayor John A. McCullough, left, examines one of the new mercury-vapor lamps installed in the community recently. Holding the mercury-vapor lamp is Donald Crabtree, center, line crew foreman at Virden, while Ron Avery, right, Virden group superintendent, looks on. Bringing one of the old fixtures down from the pole are Fred Miller, left, and Virgil Perry, both linemen.

Mad Elephant Disrupts Service

An elephant and several porcupines were the culprits recently in damage to electrical facilities of two utility companies.

Jenny, an elephant in Kalamazoo, Mich., got mad when carnival hands chained her to a utility pole, so she shook the pole to its foundations, shorted power lines and blacked out the homes of 50 electrical customers.

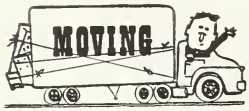
Another utility company, this one in Pennsylvania, has discovered porcupines have been eating hardware such as lead cob steel pins, pole tags and aluminum tie wire used on the company's distribution lines. According to a New York City zoologist, "porcupines will gnaw through anything that has a whiff of salt. The perspiration from a workman's hands will leave enough of a salty trace on metal objects to provide porcupines with enough incentive to zip through line materials."

NEW CIPS EMPLOYEES

Paul Levin, layout draftsman in the Electric Department.

Herbert Lee Strong, gas laborer at Macomb.

Richard M. Shelton, gas laborer at Macomb.



Delmar L. Woodward, line clearance man from Benton to Carbondale.

James Brown, lineman to line clearance man at Benton.

Gary L. Richert, line clearance man at Petersburg to lineman at Quincy.

Rodney R. Walker, lineman from Quincy to Pittsfield.

Lyle Kent Butler, meter reader at Rushville to line clearance man at Petersburg.

Carroll D. Kessler, lineman from Havana to Macomb.

Michael D. Cain, line clearance man at Canton to lineman at Havana.

Ivan R. Brown, gas utilityman-helper to line clearance man at Canton.

Carl H. Hays, lineman to electric utility foreman at Macomb.

Thomas P. Nolan, storeroom man-groundman to storekeeper in Beardstown group.

William J. White, meter reader to storeroom man-groundman in the Beardstown group.

Russell D. Tayler, groundman to meter reader at Beardstown.

Gerald L. Rydell, apprentice lineman to residential sales representative at Paxton.

Donald L. Hill, lineman on the Effigham division crew to lineman at Effingham.

George B. Miller, apprentice lineman on the Gilman division crew to apprentice lineman at Effingham.

Donald G. Gibbons, groundman at Beardstown.

Donald Vern Gragg, meter reader at Rushville.

Terry R. Moake, lineman at Benton.

Mary Jane Esker, cashier at Effingham.

Terry M. Lindner, engineering clerk at Mattoon.

Donald P. Cobb, programmer in the data processing section of the Accounting Department.

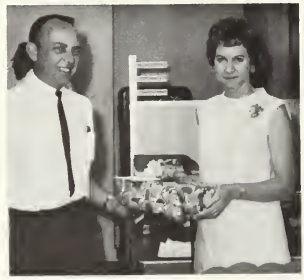
Genevieve Savage, clerk-typist in the Accounting Department.

Ronald H. Leach, clerk in the Treasury Department.

Neal Franklin, administrative assistant in the Residential Sales Department.

Army Vet Back on Job

Dennis L. Krumsiede received his honorable discharge from the U. S. Army and has rejoined the Company as a meter reader-groundman at Paxton.



Peggy White Honored

Peggy White, former stenographer in the Western Division engineering section at Beardstown, is presented a gift by Bob Patterson, distribution engineer, at a cake and coffee get-together July 5 on Peggy's last day of work. She received a handbag and costume jewelry pin from the men, while the girls in the office gave her a luncheon at the Arrow Restaurant and presented a lawn chair as a gift.

Did You Notice More Missing From Pay Check?

Generally beginning with the second pay check in July, most CIPS employees found the federal government taking a bigger bite than ever out of their wages.

The much-discussed 10 per cent surtax — sought for over a year and a half by President Johnson — was passed by Congress June 21 and signed into effect June 28. The new rates, though, were first applied to wages and salaries paid 15 days after the bill was signed, making July 13 the determining date.

Because of the different payroll cycles used by the Company, the 10 per cent surtax was first applied at various dates in July. But by the second pay check in July, all Company payrolls were subject to the new withholding rates.

The surtax is actually retroactive to Apr. 1 for all individuals covered by it, meaning that the additional tax being withheld will probably not be enough to cover the total extra tax due at the end of the year.

Corporations also are required to pay the additional 10 per cent tax, but retroactive to Jan. 1 rather than Apr. 1 as for individuals.

What is a surtax?

Simply, a surtax amounts to a tax on a tax. The government, in this case, requires that all taxpayers pay an additional annual tax of 10 per cent of their normal federal income tax.

Since the tax is retroactive only to Apr. 1, the 1968 surtax will amount to only 7.5 per cent (3/4 of 10 per cent) of your federal income tax. And since the surtax expires July 1, 1969, taxpayers will pay 5 per cent on their total 1969 income taxes, unless the bill is extended by Congress.

Hopefully, the new tax — coupled with a $6 billion cutback in federal spending — will curb or at least slow rapidly rising prices and interest rates and help restore confidence abroad in the U. S. economic stability.

Service Area—— *Sidelights*

Gov. John R. Tanner Hall, a new 16-story residence hall for students at Western Illinois University in *Macomb,* is expected to be completed by September. Costing $6,750,000, the building is the only one at WIU named for a governor. Tanner, who was a Clay County sheriff and state senator before becoming Republican governor of Illinois in 1897, signed the bill to establish WIU on Apr. 24, 1899. The school was opened Sept. 23, 1902.

The *Fairbury* City Council has voted to replace all 14 incandescent street lights on U. S. Rte. 24 with mercury-vapor lamps.

Construction of 14 buildings at the new *Vienna* Branch of the Illinois State Prison started July 1. Cost of the construction, which will complete the prison, was estimated at $12 million. When completed, the prison will employ about 300 persons and have capacity for 600 prisoners.

The U. S. House of Representatives' subcommittee on flood control has authorized the construction of the Helm and *Louisville* reservoirs in Southern Illinois at a cost of $51.6 million. The proposed Louisville reservoir would cover about 8,000 acres with a dam site on the Little Wabash River, about 3 1/2 miles northwest of Louisville. It would include a watershed area covering portions of Clay and Effingham counties. Its cost will be about $29 million.

Johnson and Johnson Farm Services has announced plans to operate a fertilizer plant in *Lewistown.* Bill and Randy Johnson announced they plan to spend approximately $50,000 constructing a plant, which they hope to have completed by September. Another Lewistown company, the Fulton Service Co., plans to install a new grain dryer on the north side of the local grain elevator, providing permission is granted by the State Air Pollution Board. Cost is estimated at $25,000.

Alma Plastics Co., of Alma, Mich., will locate a branch plant in the *Taylorville* Industrial Park. The firm, the second in the park, offers complete service from initial design of a product to its finish in production and delivery. The plant in Alma specializes in continuous vacuum forming, profile extrusions and tubing of all thermoplastics.

Groundbreaking for a $1.6 million Pepsi-Cola bottling plant was held June 22 in *Marion.* The plant is being constructed as part of the firm's expansion program. It will result in doubling the employment to 250 persons and will be located at City Route 13 and Interstate 57 interchange.

As part of the overall expansion program of *Marion* Memorial Hospital, officials are converting the heating plant from coal to natural gas. Two gas units will replace the two coal stokers which have heated the hospital's boilers since 1953.

Piper City Street Lights Praised by Resident

The recently-completed installation of 57 mercury-vapor street lights in Piper City occasioned a letter of appreciation from a resident of the community to the Paxton group office.

The letter, written by Mrs. W. G. Raudabaugh, read:

"Thank you for the bright new street lights. We have always appreciated having a light behind our hospital, but this new one is really great. Thank you, too, for the fine electric service we have."

Hoopeston Church Dedicates Building

The First Church of God in Hoopeston dedicated its new building Sunday, July 14, with a special service. CIPS provides electricity and natural gas for the new church building. A dusk-to-dawn light is used in the parking area. Rev. J. F. Selvidge is the minister.

NEW MUNICIPAL BUSINESS

Eastern Division

Arcola, Assumption and Villa Grove — street lighting contracts.

Western Division

Hettick, Palmyra, Ursa Street Light District and Versailles — street lighting contracts.

Versailles — electric franchise.

Virden Sanitary District — pumping contract.

SERVICE ANNIVERSARIES

Harold Worthen,Jr.
Marion
Substation Foreman
25 Years, July 1

Donald L. Little
Meredosia Station
Relief Supervisor
20 Years, July 27

Bill W. Holshouser
Coffeen Station
Control Operator
15 Years, June 29

Richard E. Brown
Mattoon
Estimator
15 Years, July 6

Carl W. Rayburn
Marion
Gr'man-Truck Driver
15 Years, July 21

Fred L. Blackford
Olney
Line Crew Foreman
15 Years, July 23

Carl W. Patton
Benton
Line Crew Foreman
15 Years, July 27

Receives Service Watch

Melvin Grimmer, left, Quincy gas utilityman, accepts his gold wrist watch in recognition of more than 35 years with the Company from D. R. Welbourne, Western Division manager. Grimmer will complete 40 years of service Jan. 10.

Other Anniversaries

45 Years

Wayne Sullivan, Pawnee

25 Years

Albert Coonrod, White Hall

20 Years

David Biggs, Beardstown
Fred Ferris, Canton

15 Years

Paul Seaman, Waverly
James Hidlebaugh, Tuscola
Roy C. Moody, Mattoon
Bruce Elliott, Hutsonville Sta.

10 Years

Robert Dunlap, Building Dept.
Donald Eckoff, Meredosia Sta.
John Sauerwein, Meredosia Sta.
Donald Dionne, Fairbury

5 Years

John Williams, Carbondale
Neil Franklin, White Hall
Carroll Kessler, Macomb
Tom Patterson, Beardstown
Gary Weir, Quincy
Jack DeRousse, Mattoon
Ellis Griffith, Olney

U. S. Electricity Output Sets One-Week Record

A record amount of electricity was produced in the United States the week of July 14-20, much of it going to power air-conditioning equipment during a prolonged heat wave in most parts of the country.

According to the Edison Electric Institute, electricity output during the week involved was 28,055,000-000 kilowatt-hours.

Home Service Reps Complete Residential Lighting Program

Thirteen home service representatives have successfully completed an intensive study program covering basic principles and applications of residential lighting. The program was developed by the American Home Lighting Institute.

Completing the study program were Mary Chicon, Marion McGinnis and Helen L. Hutchison of the Southern Division, Ruby Graves, Gwen Gilmore, Kathleen Walker and Martha Vancil of the Western Division and Viola Buehholz, Nila Wilbur, Peggy Fields, Edith Miller, Mary Lou Galbreath and Edyth Bates of the Eastern Division.

Each of the 13 home service representatives received a certificate at the mid-year sales meetings for completing the program.

Ray Field

Ray Field Retires, Served as Welder At Grand Tower

Ray Field of Grand Tower retired July 31 after nearly 25 years of service, all as a welder at Grand Tower Power Station.

Field, a native of Raleigh, Ill., was first employed at Grand Tower Station in October, 1946.

A graduate of Galatia High School, he is a member of the First Presbyterian Church of Grand Tower, A.F. & A. M. LaFayette Lodge No. 657 of the Masons and the International Union of Operating Engineers, Local No. 886.

He and his wife, Zella, are the parents of one daughter, Mrs. Wilbur (Beverly) Saul of Loveland, Colo., and one son, David R. of East Alton, Ill.

Group Storekeeper Since 1943

T. L. Curtin Retires at Beardstown

Theodore L. Curtin of Beardstown, storekeeper for the Beardstown group operations, retired July 31 after more than 33 years of service.

Curtin, a native of Beardstown, joined CIPS in June, 1935, as a clerk in the accounting section at Beardstown. He then served in the sales section at Beardstown from February, 1936, through December, 1939, before being named storekeeper at White Hall.

Curtin remained at White Hall until 1940 when he was transferred to Beardstown as storeroom man. He was named to his present position in 1943.

Curtin is a member of the Beardstown Methodist Church and the Masonic Lodge.

He and his wife, Darlene, have two sons, Theodore William of Champaign, Ill., and Dale Martin of Deerfield, Ill.

Curtin was honored at a dinner party July 30 at the Virginia Country Club. The program included a skit entitled "A Day in the Life of Ted Curtin", with Duane Bast, communications-telemeter man, providing special sound effects.

Curtin received a fishing outfit and cash gift. His wife was presented a purse.

Theodore Curtin

Robert F. Lee Starts Retirement

Robert F. Lee of Springfield, a land and right-of-way agent, retired July 31 after 30 years of service.

The Franklin County native joined CIPS in March, 1938, as a right-of-way agent at Marion. He was transferred to the General Offices in April, 1953, in his present position.

Lee, a graduate of Herrin High School, attended Southern Illinois University at Carbondale. He is a member of the American Right-of-Way Assn. and the Central Baptist Church of Springfield.

He and his wife, Flossie, have one daughter, Mrs. Suzanne Boyd of Springfield.

F. L. Green, Olney, Starts Retirement

F. L. Green

Francis L. Green of Olney, a line crew foreman, retired July 31 after more than 42 years of service.

Green, a native of Etna, Ill., joined CIPS in January, 1926, as a groundman at Mattoon. He also served at Pana and Taylorville, before being named line crew foreman at Olney in May, 1935.

A graduate of Mattoon High School, he spent two years at Castle Heights Military Academy at Lebonan, Tenn.

His wife is the former Pearl E. Sullans of Mattoon.

Robert F. Lee

SYMPATHY

Mrs. Mary Janet Mehan Donovan, 44, of Newport News, Va., died July 4 at her home. She was the sister of Franklin Mehan of Springfield, plant accounting supervisor in the Accounting Department. Funeral services and burial were in Mason City, Ill.

Glen Trout, 39, of Fergestown, Ill., brother-in-law of Glen D. Avripas, draftsman in the Southern Division engineering section at Marion, died June 30. Funeral services and burial were held in Herrin.

Mrs. Frank Ammons of Arcola, 72, mother of Leota Partlow, bookkeeper at Tuscola, died July 17 after an illness of several years. Funeral services and burial were held in Arcola.

Edgar D. Hartzell, of Quincy, 73, retired Western Division engineer at Beardstown, died July 28 at Blessing Hospital in Quincy. Hartzell, a native of Liberty, Ill., served 42 years with the old Quincy Gas and Electric Co. and CIPS before retiring in 1962. He served from June, 1925, to his retirement as a division engineer at Beardstown. Funeral services were held in Quincy with burial in Green Mount Cemetery in Quincy.

E. D. Hartzll

Carrollton Variety Store Gets All-Electric Award

The J. & A. Variety Store in Carrollton has been presented the CIPS All-Electric Building Award in recognition of its total electric energy system. Jack Inman, store manager, recently accepted the award from Harry McLeod, business sales representative at Jerseyville.

The J. & A. Variety Store is owned by Attorney William G. Vogt.

The store, which has electric heating and air-conditioning systems, has a floor area of 40 by 120 feet.

Two Employees Complete Outside Study Courses

Two employees have successfully completed study courses in accordance with the Company's educational reimbursement program.

Karl M. Federer, a clerk in the Accounting Department, satisfactorily finished a course entitled "Principles of Accounting II" at Springfield Junior College, and Roger Smith, an apprentice lineman at Virden, completed the International Correspondence School course entitled "Practical Lineman".

Squirrel Discovers Curiosity Can Be Fatal

An inquisitive squirrel that climbed into the Gilman substation on Sunday, July 7, caused a half-hour interruption of service to parts of the community. The squirrel short-circuited the terminals on the main transformer in the substation. Obviously, that squirrel will cause no more trouble.

Employees Honor Sumner

Ralph M. Sumner, right, who took an early retirement June 30 for health reasons, was honored at a cake and coffee get-together June 28 in the Southern Division office at Marion. Joe Webb, lineman-voltage survey man, presented Sumner with a cash gift from the Marion employees. Sumner, who completed 40 years of service June 15, was a lineman-voltage survey man at Marion before retiring.

Five Misses Should Mean Out

Although four times in the past three years the House has refused to vote funds for a proposed federal hydroelectric plant in Maine, the proponents have not given up. And on their fifth try, with Rep. William Hathaway as their chief spokesman, they came up with a new approach.

The power installation, known as the Dickey-Lincoln project, was included in this session's public works appropriation bill. Its cost has been estimated variously between $200 million and $500 million, and it would be deep in the Maine woods, curiously distant from any substantial number of potential customers.

Daunted neither by the dubious economics of the project nor by its previous defeats, Rep. Hathaway brought into the House a large map on which were 170 black dots, each representing a federally financed power project. Not a single dot was in New England.

"All we ask," the Maine Democrat told the House, is to be put "on an equal basis with the rest of the country". Echoing this me-too line of argument was Rep. Edward Boland of Massachusetts who said it was only "fair and just" that New England, whose citizens were helping to pay for federal power plants in other parts of the country, should be awarded one too.

However, the House seemed more impressed with the arguments of New Hampshire's Rep. James Cleveland, who observed that "if this project comes into being we will be creating a tax-eating monstrosity that will not pay taxes but will eat up and devour" them. The Dickey-Lincoln project was voted down.

No law prevents any issue from being brought up again and again, but after striking out five times this proposed power project ought to be retired permanently. Especially so, since it now appears to have nothing more substantial than me-too-ism going for it.

The Wall Street Journal

Lee Honored

Robert F. Lee, center, cuts the cake Wednesday, July 31, when he was honored at a cake and coffee get-together in the General Offices. Standing beside Lee are Rhonda Ramey, left, and Charlotte Trader, both stenographers in the right-of-way section. Lee retired July 31 as a land and right-of-way agent.

Curtin Gets Help

Ted Curtin, right, enlists the aid of Ed Kerr, Western Division storekeeper, in emptying a bag of coins presented to Curtin at his retirement party Tuesday night, July 30, at the Virginia Country Club. Curtin retired July 31 as storekeeper for the Beardstown group operations.

On a Clear Day, Beware Of Highway Dangers

Clear days and dry roads are the motorist's greatest invitation to tragedy. An annual survey by an insurance company shows that approximately 80 per cent of the 52,200 highway deaths last year occurred in this type of weather.

Nearly 10 Million Mothers Work, Most To Attain Specific Goal

Remember when it was a sign of economic distress for a mother with young children to be working?

Times have changed.

In 1940, for example, fewer than one in 10 mothers with children under 18 years of age were employed.

A recent survey puts the up-to-date ratio at 3.5 mothers out of 10. This means there are 9.9 million working mothers with children under 18—3.8 million of them with children under six.

Who Watches Children?

A government study of working mothers with children under 14 showed that nearly half of these youngsters are left home while their mothers work. They are cared for by relatives, baby sitters, housekeepers and even fathers.

About two children out of 10 are cared for away from home, while about one out of 10 look after themselves. Nearly half of the children caring for themselves were 12 and 13 years old, but about four per cent were under six years of age.

In the next 15 years, according to government estimates, the number of working mothers with young children will increase rapidly.

A study by the Women's Bureau of the U. S. Department of Labor shows that most working wives are in families with incomes in the $7,000 to $15,000 range.

Does this indicate increasing hard times?

Doesn't Indicate Hard Times

The Labor Department says no.

Citing the period from 1961 to 1966, when the number of unemployed husbands fell from 5.7 to 2.4 per cent, the department reports that the proportion of working wives rose four per cent.

There are several reasons for the trend.

The need for more income to support the family may play a part in mother's decision to work, but it is far from her only reason. Surveys indicate that fewer than half of all women give economic necessity as their reason for working.

The mothers drew a distinction between needing money to maintain the family and wanting extra income to improve their standard of living.

Most mothers specified that their extra paychecks were for such short or long range goals as educating a child, helping to buy a new car or home, or further building their financial security.

Satisfying Creative Urge

There's a third reason for the increasing number of mothers in the world of outside-the-house work: to satisfy an inner urge — to be creative, to improve their own abilities, to put their education and job training to practical use.

And the better a wife's education, the more likely she is to work.

According to the Women's Bureau, women will continue to be in demand in many different fields where manpower shortages already exist.

Claims Olney Pin Titles

Fred L. Blackford, line clearance foreman at Olney, won the singles handicap division in the Olney City Bowling Tournament with a 697 series. He and his partner won the doubles competition with a 1,247 set. Fred also won a pair of bowling pin lamps with the high scratch series of 628.

Weddings ...and Social Notes

Mr. and Mrs. Wesley Deming

June Busy Month For Deming Family

Mr. and Mrs. Wesley Deming observed their 25th wedding anniversary June 27, but the month of June proved a busy and exciting month for several other reasons as well.

While on vacation from his duties as a power meter installer at Beardstown, Deming and his wife attended the 17th annual general assembly of the Church of the Nazerene in Kansas City, Mo., as delegates from the Illinois district.

After the convention in Kansas City, the Demings traveled to Fort Stewart, Ga., where they picked up their daughter and son-in-law before continuing their vacation trip to St. Augustine, Fla.

Mr. and Mrs. Deming are the parents of two daughters, Mrs. Barbara Schone and Mrs. Rebecca Thompson, and a son, Gordon, who is living at home. They have one grandchild.

Announce Engagement of Mary Jo Moore

Mr. and Mrs. J. A. Moore of Springfield have announced the engagement of their daughter, Mary Jo, to Kenneth Allen Black of Hobart, Ind. J. A. Moore is manager of the Electric Department.

Miss Moore, a 1965 graduate of Mattoon High School, is a senior at Indiana University. Her fiance is a senior in the pre-medical curriculum at the same school.

A June, 1969, wedding is planned.

Mary Ellerman Wed To Douglas H. McKay In Jerseyville Rites

Miss Mary Louise Ellerman, daughter of Mr. and Mrs. Harold Ellerman of Jerseyville, was united in marriage with Douglas Howard McKay of Jerseyville June 2 in a ceremony at the First United Presbyterian Church of Jerseyville. The bride's father is group superintendent at Jerseyville.

Following the ceremony, Mr. and Mrs. Ellerman entertained the wedding group at a dinner at the Hi-Way House in Godfrey.

Both the bride and groom are graduates of Jersey Community High School. He is employed by the Alton Box Board Co. in Alton.

The couple is now residing in Jerseyville.

Stephanie Pasternak, Marquis Kirk, Jr., Wed

Miss Stephanie Julia Pasternak of Annandale, Va., and Marquis Albert Kirk, Jr., son of Mr. and Mrs. M. A. Kirk of Springfield, were married June 22 in the Fairfax Unitarian Church of Oakton, Va. The groom's father is manager of the Personnel and Safety Department.

Following a reception at the home of the bride, the couple embarked on a wedding trip to northern Wisconsin. They are now residing in Evanston, Ill., where he will continue work on his Ph. D. degree in materials science at Northwestern University, and she will begin her senior year at Northwestern.

Martha Zimmerman Wed In Battle Creek, Mich.

Miss Martha Zimmerman, daughter of Mr. and Mrs. L. D. Zimmerman of Beardstown, was married to Fred K. Zinn of Battle Creek, Mich., recently in St. Louis, Mo. L. D. Zimmerman is a retired field engineer at Beardstown.

Linda Kay Clarida

Linda Clarida Engaged To Marion's J. L. Chicon

Mr. and Mrs. James W. Clarida of Marion announce the engagement of their daughter, Linda Kay, to John L. Chicon of Marion. Miss Clarida's father is employed as electric utility foreman at Marion, and Chicon is the son of Mary G. Chicon, home service representative at Marion.

Miss Clarida is a 1968 graduate of Lockyear's Business College and is presently employed by General Telephone Co. in Marion. Chicon is attending Southern Illinois University.

A fall wedding is planned.

Herrin Ceremony Unites Miss Musser, Brafford

Miss Cheryl Musser, daughter of Mr. and Mrs. Donald Musser of Herrin, became the bride of David Brafford of Herrin June 1 at the First Christian Church in Herrin. Brafford is the son of Willard B. Brafford, electric utility foreman at Herrin.

Following a wedding trip to Honolulu, Hawaii, the couple is residing at 319 E. Grand St. in Carterville.

small... talk

General Office

To Mr. and *Mrs. Jack Herren* of Springfield, a daughter, named Leann Carol, weight 6 pounds 11 ounces, born Aug. 11 at St. John's Hospital in Springfield. Herren is sales promotion supervisor in the Business and Industry Sales Department.

Eastern Division

To Mr. and *Mrs. Judson DeVore* of Pana, a daughter, named Jean Winona, weight 7 pounds 4 ounces, born May 23. The father is a system supervisor at the Pana Control Center.

To Mr. and *Mrs. Douglas R. Warf* of Shelbyville, a daughter, named Dara Linette, weight 7 pounds 3 ounces, born July 9 at Shelby Memorial Hospital. Warf is a gas utilityman at Shelbyville.

Western Division

Mr. and *Mrs. Richard Redmond* of Mt. Sterling, adopted a 10-day-old baby girl July 5. She has been named Melissa.

To Mr. and *Mrs. Donald Crabtree* of Virden, a son, named Darrell Lee, weight 7 pounds 3 ounces, born May 30 at St. John's Hospital in Springfield. His father is a line crew foreman at Virden.

Power Stations

To Mr. and *Mrs. Jerry Hand* of Hillsboro, a daughter, named Virginia Ann, weight 10 pounds 4 ounces, born July 20 at Hillsboro Hospital. Jerry is an auxiliary operator at Coffeen Power Station.

Wins 10th Flight

Mark Reither, son of Mr. and Mrs. Clarence Reither of Beardstown, won the 10th flight championship in the Illinois State Journal's annual Bob Drysdale Junior Golf Tournament. Reither defeated Mike Steele of Springfield in the 10th flight title match at Lincoln Greens Course. Clarence Reither is an associate engineer in the Western Division gas section.

Jeffrey Wayne Davis, son of Mr. and Mrs. Norman Davis of Springfield, is shown here at six months of age. His father is an editorial assistant in the Advertising and Public Relations Department and editor of CIPSCO NEWS.

Spends 10 Days on Mountain Trails

Neil Snelling Hikes 60 Miles

Neil Snelling, son of Mr. and Mrs. Dick H. Snelling of Beardstown, recently returned from a two-week stay at the Philmont Boy Scout Ranch and Explorer Base in Cimarron, N. M. Neil's father is a relief operator at Meredosia Power Station.

Neil is a Life Scout and junior assistant Scoutmaster of Beardstown Troop 120.

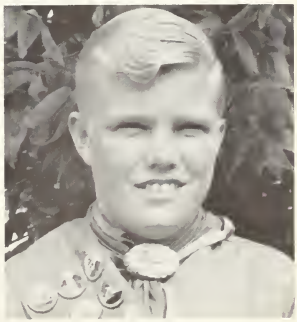
He was in a group of 30 Scouts and three leaders that left Springfield by bus July 5 for Galesburg. There they boarded a train for Denver, Colo. After arriving in Denver, the group visited Fort Carson Army Base and the Air Force Academy before arriving at the Philmont Ranch.

At Philmont, Neil spent 10 days hiking approximately 60 miles over mountain trails. All gear and supplies were carried by "back packing" and the hikers ate mostly dehydrated food, although one camp site had a supply depot and trading post.

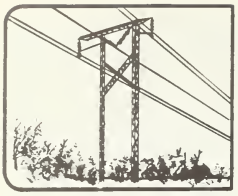
While on the trail, they took several side trips, including scaling Black Mountain and Tooth of Lime Mountain. The elevation of their 10-day hike ranged from 7,000 to 13,000 feet above sea level.

The day before the hike started and the day after it ended, Neil and the other Scouts were housed in "Tent City", an area of approximately 20 acres where 400-500 Scouts a day arrive at and leave Philmont.

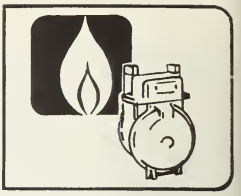
Snelling's trip qualified him for the "50-Miler" Award and patch as well as the "Hiking" merit badge.

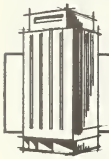


Neil Snelling



CHATTER
ALONG THE LINE





GENERAL OFFICES

T. N. Cofer, transmission and distribution engineer in the Electric Department, took part in a 125-mile boat race from Chicago's Belmont Harbor to Sheboygan, Wis., July 12-13. The 26-boat race on Lake Michigan required approximately 24 hours to complete, with "fog and mist covering the route a lot of the time," according to Cofer. Cofer was a member of a five-man crew manning a 30-foot cabin cruiser. Handicaps were used to assure a competitive race.

Tim Cottingham, machine operator in the data processing section of the Accounting Department, and his family spent a week's vacation at Matthews Lake near Havana.

Jerry Roberts, traveling auditor, and his family camped out at Alley Springs State Park in Missouri for a week recently.

Kathy Donnelly, 11-year-old daughter of Mr. and Mrs. *James Donnelly* of Springfield, captured the recent City Chess Championship sponsored by the Springfield Recreation Commission. Kathy, the only girl to reach the city finals, also was the youngest participant in the tourney for 18-year-olds and under. Her father is an engineering clerk in the Electric Department.

Mayor Names Webster To City Golf Committee

Louis Webster of Springfield, machine operator in the Advertising and Public Relations Department, has been appointed to the Lincoln Greens Advisory Committee, which reports to the Springfield Recreation Commission on matters pertaining to the municipal golf course.

Webster

Mayor Nelson Howarth announce the appointment.

Webster is a member of the Springfield Fairway Golf Club and is vice president of the General Offices Golf League.

REPORTERS

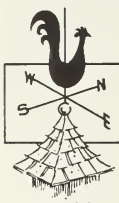
ALMA TAYLOR, Charleston
BARBARA BURTON, Hoopeston
HELEN MUNZ, Paxton
PHYLLIS LAUTERBACH, Wat.
W. R. HAMBY, East Meter Rec.
KATHIE O'BRIEN, Tuscola
LAURETTA HICKAM, So. Gas
BETTY LOU HILL, So. Eng.
ERMA ZIEGLER, Murphysboro
ELLA MAY, W. Frankfort
ALMEDA MOSS, So. B & I
BLANCHE HAUGHEY, Quincy
PHYLLIS GOEMAN, Jerseyville
BOB RANKIN, Beardstown
LAURA DAWSON, Virden
BOB LANGDON, West. Eng.
ANDREW DUNCAN, Coffeen
D. M. GRISHAM, Meredosia
C. F. KOOPMANN, Hutsonville
D. L. BURRIS, Grand Tower
ART FLATT, Production
MABEL AMBERG, Rate & Res.
RAMONA SOLOMON, Acctg.
PAT IMHOFF, Electric
JUDSON DEVORE, Sys. Oper.

Four Company Offices Opened

The Company recently opened new offices in Christopher, Anna, Shelbyville and West Frankfort. Shelbyville is located in the Eastern Division, while the other three are in the Southern Division.

Both the Shelbyville and Christopher offices employ all-gas heating and cooling systems. The Anna office has an all-electric heating and cooling system, while West Frankfort uses gas for heating and electricity for cooling.

Shelbyville's building is the largest of the four, with 2,600 square feet of floor space. West Frankfort is next with 2,400 square feet, followed by Anna with 2,000 and Christopher with 1,300.



EASTERN

MATTOON — *Norma Irvine,* clerk in the meter record section, took a two-week vacation trip to California and the Pacific Coast area. The trip out was made over the southern route, while the return trip was through Denver and Kansas City. Among the places visited were Los Angeles, Disneyland, San Francisco, Grand Canyon, Las Vegas and Lake Tahoe.

CHARLESTON — Mr. and Mrs. *M. F. Myerscough* and family have returned from a one-week vacation at Shafer Lake. Myerscough is group superintendent.

Mary Kastl and *Charles Iknayan,* CIPS scholarship recipients, are working in the group office this summer. Mary is a cashier, and Charles is working in the electric section.

Sam Wood, residential sales representative, spent his vacation painting his house.

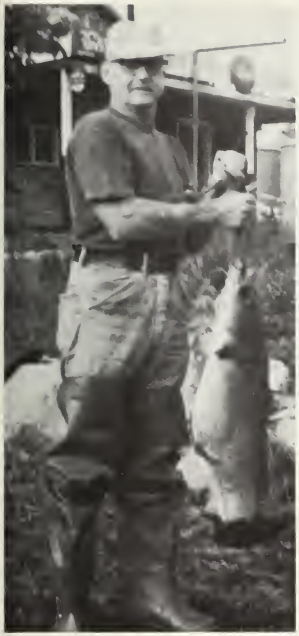
Mary Bloomquist and *Jerry Myerscough* are acting as life guards and swimming instructors at the municipal pool this summer. Jerry is the son of Mr. and Mrs. Merle Myerscough, and Mary is the daughter of Mr. and Mrs. Robert Bloomquist. Merle Myerscough is group superintendent, while Bloomquist is meter mantester.

HOOPESTON — *Bill Rankin,* lineman, was on vacation the first two weeks in July. He visited his mother in the nursing home at Auburn, Ill. Bill's wife, Jean, who suffered a heart attack Jan. 8, is improving.

Barbara Burton, bookkeeper, enjoyed a week of vacation with her husband and their children recently. They visited Kentucky, before seeing the Great Smoky Mountains in Tennessee and a Cherokee Indian village in North Carolina. The three Burton children were thrilled at seeing live bears in the Smoky Mountains and real Indians at the Cherokee village.

OLNEY — Mr. and Mrs. *Ralph Gross* spent two weeks sightseeing in Grand Canyon, Las Vegas and Salt Lake City.

Continued on opposite page.



Proof Is In the Photo

George "Tex" Craft, lineman at Grayville, displays one of the three large catfish he caught recently while on vacation. The fish he is holding weighed in at 32 pounds, while the other two weighed 21 and 19 pounds.

Eastern Division—Continued.

Ralph is electric utility foreman, and Mrs. Gross is cashier.

Ellis L. Griffith and family spent a week's vacation sightseeing in Yellowstone National Park, the Black Hills and Badlands. Ellis is line crew foreman.

PAXTON — *Donald L. Hoover,* group superintendent and president of the Paxton Service Club, closed the season of meetings with a steak fry for all members at Bayles Lake June 24. Meetings will resume in September.

SHELBYVILLE — *Bill Bishop,* lineman, and *John Wafford,* gas utilityman, spent part of their vacations fishing at Reelfoot Lake. They reported a successful trip.

Virgil Alexander, superintendent, and his family vacationed the first three weeks of July with a tour of Western States. Places of interest visited were the Badlands and Mt. Rushmore in South Dakota; Yellowstone and Tetons in Wyoming, and Bryce and Zion Canyons in Utah. While in Zion Canyon, Virg, and his sons, Kerry and Dennis, did a bit of mountain climbing by ascending Lady Mountain, 2,750 feet above the canyon floor.

TUSCOLA — *Glen H. Smith,* group superintendent, and his family went on a fishing trip to Birchwood, Wis., during the week of June 10-15.

Tom Ellis, lineman, and his family vacationed the week of June 10-15. They attended a Cardinal ball game in St. Louis and spent some time in Chicago. . . . *Cecil Placket,* lineman, and his family vacationed in southern Indiana the week of July 1-6.

Tuscola group employees and their families enjoyed a picnic June 21 at Henson Park in Villa Grove. *Glen Smith,* group superintendent, deep-fried chicken for about 50 people.

WATSEKA — *James Ferguson,* lineman, returned to work Monday, July 15, following treatment in Carle Hospital in Urbana . . . *Dale Janssen,* metermangroundman, and family recently vacationed in Wisconsin.

MARION — *H. L. McCuan,* industrial engineer, and family enjoyed a week of camping in their trailer at Beach Bend, located close to Bowling Green, Ky. Swimming was good and the amusement park was enjoyed by his five children.

Mr. and Mrs. *R. G. Edmonds* and children enjoyed a camping trip to Lake Glendale recently, until the weather became so cool they had to "pull up stakes". Edmonds is a business sales representative.

Mr. and Mrs. *Orlie J. Rue* attended a reunion June 21-22 of the 1943 Springfield High School class. Orlie was runner-up in a "baldy" contest while his wife, Natalie, was one of the contestants for the least-changed in appearance. Rue is an industrial engineer.

Father Stephen Humphrey, eldest son of Mr. and Mrs. *E. O. Humphrey,* is now associate pastor of the St. Andrew's Catholic Church in Murphysboro. He was previously associate pastor of St. Peter's Cathedral in Belleville. E. O. Humphrey is Southern Division business and industry sales supervisor.

Betty Lou Hill, stenographer in the engineering section, and husband, John, flew from St. Louis to California for a week's vacation the latter part of June. They spent some time in the San Fernando Valley area and visited Mr. and Mrs. Earl Pulley, Jr., former Marion residents who are now living in Granada Hills. Mrs. Pulley is the daughter of retired employee, *Wm. J. Martin, Sr.,* of Marion.

James H. Edmonds, janitor, who is presently on leave-of-absence, was guest of honor at a recent dinner at the Little Egypt Smorgasbord Restaurant in Marion. The dinner was sponsored by the Williamson County Board of School Trustees as an expression of its appreciation for Edmonds' years of service as a member of the Board.

HERRIN — *George O. Jensen,* group superintendent, has been installed as treasurer of the Herrin Rotary Club for 1968-69.

MURPHYSBORO — Mr. and Mrs. *J. R. Rendleman* enjoyed an early June vacation in Sullivan, Ill., visiting their son, Rex, and family. Rendleman is gas utility foreman.

Fred W. Krump, gas utilityman, recently vacationed at Reelfoot Lake, Tenn., where he went fishing and snake hunting. . . . *John J. Martin,* janitor, vacationed the first part of July in Peoria, Ill.

Mr. and Mrs. *Ted Rose* and children, spent the week of July 1-5 at Lake Norfork, Ark., where they fished and went water skiing and skin diving. Rose is a gas utilityman.

Mr. and Mrs. *C. C. James* and family vacationed for ten days with friends at Kentucky Lake. James and his son, Kent, also spent several days at the Lake of Egypt camping and fishing. James is electric utility foreman.

Anna Davis, cashier, her husband, Clarence, and daughter, Ann Rose, went camping the first two weeks of July in Tennessee and Kentucky and at the Lake of Egypt in Illinois. They also visited Mammoth Cave, Penny Rile State Park,

Continued on next page.

'Mod' Hose Definitely Not New Fashion Idea

In case you think "way-out" or "Mod" hose for women belong strictly to the fashions of the 1960's, check this brief item that appeared in the July, 1928, issue of CIPSCO NEWS.

"What's new in hosiery?" the article on proper vacation wear asked. "English lisle hose in plain shades, plaids, checks and modernistic fancies are popular for smart sports wear — an excellent vacation idea, don't you think? Net and lace hose are distinctly new and interesting fashion items."

Southern Division—Continued

Standing Stone State Park and Fall Creek Falls near Chattanooga.

Ted Rose, a gas utilityman, was one of the scuba divers who helped recover the body of a 3-year-old Alton boy July 17, from Lake Murphysboro. The young boy and an older brother fell into the water from a small boat dock. The older brother, 8, was rescued by a man who was camping by the lake. CIPS workers and Civil Defense units erected search lights and power generators at the scene to illuminate the search area.

WEST FRANKFORT — *Clifford L. Greenwalt,* group superintendent, has been elected president of the West Frankfort Rotary Club.

Mr. and Mrs. *John D. Clemons* spent part of their vacation in Poplar Bluff, Mo., visiting their daughter and family, Mr. and Mrs. Dean Woods. Clemons is a gas utilityman.

Bill Hill, Jr., and family vacationed recently at Kentucky Lake. Hill is a lineman at Zeigler.

WESTERN

BEARDSTOWN — *Bud Dorwart, Les Farwell* and *Doug Sherrill* of the Beardstown group, along with other Beardstown friends, went on their annual turtle hunt in southern Illinois the first week of July. They reported about 70 turtles were caught and, when dressed out, should provide some excellent eating. The Beardstown group employees are now awaiting the annual turtle stag which has been promised by the hunters.

Jeffrey Baymiller, son of Mr. and Mrs. *G. A. Baymiller,* was called to active duty from reserve status, and reported to Fort Sheridan June 26. While attending Culver-Stockton, Jeff worked one summer as a trainee in the Western Division engineering section. His father is Western Division meter supervisor.

Bob Bruley, field engineer in the transmission section, and his wife, Pat, stenographer in the business and industry sales section, spent part of their early July vacation visiting relatives in Hot Springs and Little Rock, Ark.

Pat Coy, daughter of Mr. and Mrs. *Ben Coy* of Beardstown, gave a short presentation on the history of CIPS operations in Beardstown during a recent meeting of the Local Chapter No. 29, Order of Rainbow Girls. Other Beardstown industries also were featured in the meeting. Miss Coy's father is a substation electrician at Beardstown. Mrs. Doris Moeller, wife of Russell Moeller, substation man, is Mother Advisor of the Beardstown Rainbow chapter.

QUINCY — Sue Wand, niece of *Marie Wand,* service clerk, was one of 12 Quincy Senior High School cheer leaders who attended a summer session of work and study at the Illinois State University Cheerleading School the week of June 16-21. The Quincy group won first and second place awards in cheer leading competition.

Villa Grove Mayor Greets Reddy Coats

Dr. John A. Leon, third from left, mayor of Villa Grove, accepts a free 150-watt lamp bulb during the Reddy Coats' visit to the town June 19-20. From left to right are Gene Cornell, residential sales representative at Tuscola; Glen Smith, Tuscola group superintendent; Dr. Leon; Harold Mendenhall, residential sales representative at Mattoon; Sam Wood, residential sales representative at Charleston, and Floyd Koets, residential sales representative at Effingham. While in Villa Grove, the Reddy Coats visited home owners to explain electric space heating applications. (Photo courtesy Villa Grove News).

Industrial Sales of Gas Set New High in May

Industrial sales by gas utility and pipeline companies in the United States reached a new high for a single month in May, the American Gas Association has reported.

Industrial sales of 6,718 million therms represented a 7.2 per cent increase over the previous record high of 6,267 million therms established in March this year.

Mmmmmmm . . . Good

Ruby Graves, home service representative at Beardstown, displays a piece of meat she prepared during the CIPS Cooking School July 24-25 at the Sangamon County Fair at New Berlin. Martha Vancil, home service representative at Petersburg, assisted with the school, which attracted 800-850 persons during the two days.

the last word

TORRID 90-degree-plus heat and high humidity during the Coffeen Power Station Employees' Day and Public Tour (Aug. 3-4) made visitors hot and thirsty, but they cooled down with 160 cases (3,840) bottles of soda.

Four watering tanks were used to keep the soda cooling and Cecil Holsapple, janitor at Coffeen Station, and his fellow workers did an outstanding job of keeping the tanks well supplied with soda and ice.

Speaking of ice -- it took in excess of 1,000 pounds of that frozen water Saturday to cool the soda and 1,800 pounds Sunday.

For the brave few coffee drinkers during the two days, Holsapple and his crew presided over four coffee urns. They dispensed enough of that hot-but-refreshing liquid to use 24 pounds of coffee.

●

THE HILLSBORO High School Booster Club, under the direction of Jack Zimmerman and Mrs. Ann Gunn, rates a salute for an outstanding job in feeding approximately 1,100 people attending the Employees' Day luncheon. Zimmerman manages the high school cafeteria where the lunch was served, in addition to his regular duties as a teacher at the school, while Mrs. Gunn is the school dietitian.

Judging from employees' comments overheard later in the day, the luncheon couldn't have been handled better.

●

ALSO due a tip of the hat is the women's group of the First Presbyterian Church of Hillsboro, which provided baby sitters for the nursery both days of the Open House. Dorcas Fergusson, stenographer at Coffeen Station and a member of the church, helped arrange for the baby sitters and also contributed her own services in the nursery. An estimated 35-40 toddlers were cared for in the nursery each day.

●

FOUR-year-old Annabelle Brownback, whose father is Norman K. Brownback, an assistant substation engineer at Mattoon, was all excited about the trip to Coffeen Power Station when she said goodby to her friends next door. When her friends' father asked where she was going all dressed up, Annabelle enthusiastically answered "Coffeen". "Coffeen, Illinois?" he asked. Not to be stumped, little Annabelle had the ready answer. "No, it doesn't have a last name," she replied.

●

A COMPARISON of total CIPS-served Gold Medallion Homes by divisions shows the Eastern Division leading with 309 such homes as of June 30. The Western Division was next with 221, followed by the Southern Division with 211. An Eastern Division town, Paxton, has by far the largest number of any single community, with 88 homes meeting the Gold Medallion standards. Macomb, in the Western Division, is next with 56, and Carbondale, in the Southern Division, is third with 46.

When Driving, YOU MUST THINK

• Next month school bells will be ringing again throughout the Company service area. Form the habit of exercising extreme caution when driving near a school. There is much meaning in the slogan "Cars can't think, Kids don't think — YOU THINK!" Unfortunately, there are still many drivers who fail to heed this warning and pay only "lip service" to safety rules. Don't be one of these drivers. Instead, do your part in making this school season safer for all of our children.

The wish books

are they immoral?

Oddly enough, some people seem to think so.

They seem to think that all those glorious catalogs—the kind in which you can lose yourself for hours on end in pleasant daydreams—encourage us to spend money on things we really don't need.

They think that all the different brands of the same kinds of products—all clamoring for your attention—represent an economic waste.

They'd like to avoid all that by having fewer brands competing for your attention. Less advertising.

But, when you come right down to it, that's not the kind of thinking that created so many of our jobs in this country.

It's not the kind of thinking that has given us a standard of living most of the world envies.

The ivory tower critics call competition wasteful.

Yet, isn't it *just this competition* that has created our jobs and our prosperity?

Isn't it competition that drives manufacturers to work harder . . . to bring out new products that make life easier and more fun . . . to build better products and to keep prices down?

Manufacturers *have* to innovate and build better and keep prices in line . . . **or Americans just stop buying.**

That's the way the system works. We, the consumers, have the ultimate weapon—**free choice.**

And, since nobody knows how much you can interfere with the free-choice system without damaging it . . . *let's be careful about how we tinker with it in response to the critics.*

Can you imagine a Montgomery Ward catalog with only ten pages in it?

The mind boggles.

Magazine Publishers Association

An association of 365 leading U.S. magazines

APPENDIX E

The wish books

are they immoral?

607 EAST ADAMS • SPRINGFIELD, ILLINOIS • 62701
AREA CODE 217 • PHONE 523-3601

ips NEWS
CENTRAL ILLINOIS PUBLIC SERVICE COMPANY
FROM THE ADVERTISING AND PUBLIC RELATIONS DEPARTMENT
Samuel R. Poe, Manager

157

TO: ALL NEWSPAPERS, RADIO & TV IN COMPANY SERVICE AREA

6-4-62 (64)

NEWS FEATURE ON CIPS AERIAL PATROL

(3-col. mat enclosed)

Copies to: Officers
Dept. Heads
Supts.
Div. Mgrs.

A low-flying airplane that patrols high-voltage electric lines to "spot trouble before it happens" plays an important part in maintaining continuity of service to customers throughout the area served by Central Illinois Public Service Co.

In this "stitch in time" operation, a Super Piper Cub plane carrying the pilot and a CIPS aerial observer flies along more than 2,000 miles of the utility's high-voltage lines which comprise the backbone of CIPS' transmission system. These electric "arteries" carry power to major load centers throughout the service area. From there it is distributed to homes, stores, factories and farms in the vicinity.

It's the observer's job to keep a sharp lookout for damaged poles, broken or cracked insulators, defective crossarms, broken "ground" wires... and any similar conditions which might possibly result in a service interruption. The observer reports such conditions to the CIPS operating division in which they were observed so that repairs can be made.

Use Two-Way Radio

When trouble of an emergency nature is detected, the aerial observer contacts CIPS load dispatchers through the plane's two-way radio system.

more...

The dispatchers use the utility's two-way radio communication facilities with trucks and other mobile units to rush equipment and personnel to the area designated by the observer.

CIPS carries on a systematic and constant inspection of all transmission lines through the use of the aerial patrol, combined with the important work of four foot-patrolmen in each of its three operating divisions.

More Frequent Checking

Through the use of the aerial patrol, the high-voltage lines can be inspected much more frequently. It enables the foot-patrolmen, who also inspect the higher voltage lines, to devote more time to patrolling lower voltage lines in their respective areas.

On an ideal flying day, the aerial patrol can cover from 150 to 200 miles. In comparison, foot-patrolmen cover about ten miles a day per man.

In Use 7 Years

CIPS has used the aerial patrol for the last seven years. Prior to that time, all patrolling of the utility's lines was done by foot-patrolmen. Dick Albright has served as aerial observer for CIPS for the last five and one-half years. CIPS leases the plane, including a pilot, from the Illinois Crop Spraying Co. of Blue Mound. Owner Bob Bankson shares the pilot's duties with John Benepe, also of Blue Mound.

Where conditions permit, the plane rarely flies higher than 30 feet above the structures that support the high-voltage transmission lines maintained by CIPS. The pilot "hovers" the plane at about 60 mph just to either side of the high-lines. This low air speed enables the pilot to

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maneuver the plane close to the lines and related facilities for better viewing by the observer. Every fifth structure is numbered at the top for easy identification from the air.

Radio Speeds Work

Installation of the two-way radio in the plane two years ago has proved a boon to speedier and more efficient repair of damaged facilities.

Prior to the installation of the radio system --- in the event of emergencies --- the observer had to ask the pilot to land at the closest airfield. From there, Albright would telephone the nearest dispatcher's office or CIPS office to report the trouble.

The plane's radio system also has been of tremendous value during repair work following storms. When roads to trouble areas are inaccessible to line trucks or other vehicles, it's Albright's job to fly over the area and direct the vehicles over other routes, through use of the two-way radio. Albright can use the plane's radio system to contact any CIPS office or vehicle equipped with two-way radio.

Dramatic Rescue

A touch of drama was injected into the patrolling routine of Albright and Pilot Benepe last May 15 while returning to Capital Airport in Springfield from a patrolling mission.

Near Rochester, Ill., Albright and Benepe saw a driverless tractor crossing a wheat field. Sensing trouble, Benepe landed the plane in a nearby field and Albright investigated. He found Harry Spicer, 70, of Rochester being dragged on the ground between the tractor and the harrow it was pulling.

Albright shut off the tractor motor and extricated Spicer. The farmer told the two men he had alighted from the tractor when his foot

accidentally struck the clutch of the tractor. 170

The machine started up and Spicer was thrown backward, falling between the tractor and harrow. His belt caught on the tractor hitch and prevented him from being dropped to the ground under the sharp steel discs of the harrow.

Following the rescue of Spicer from the tractor, Albright used the two-way radio to contact the CIPS load dispatcher at Mattoon. Apprised of the situation, the dispatcher called St. Vincent's Hospital in Taylorville and alerted hospital officials.

As a result, a physician was waiting at the hospital to treat the injured farmer when he arrived. Spicer suffered severe abrasions on his back which resulted when he was pulled along the ground between the tractor and harrow.

As a tragic aftermath to the exciting rescue, Spicer died the following day. His death was attributed to a heart condition.

# # #

APPENDIX F

ANNEXE 1

EMPLOYEE MEETINGS

1950	American Economic System
1951	CIPS Power and Gas in Illinois
1952	Growing with CIPSCO
1953	Employee Benefits Growing in 1953
1954	Load Building Looking Ahead
1955	Atomic Energy
1956	Preference as Related to Public Power Employee Benefits
	TVA - Jay Paul Wade
1957	American Way to a More Power-Full Future - Jay Paul Wade
1958	Building Our Business - Jay Paul Wade
1959	Power System Planning Illinois-Missouri Electric Power Pool and the Interconnected Systems
1960	"How Our Customers See Us" - Jay Paul Wade
1961	"The Facts of the Matter Are . . ." - J. C. Happenny
1962	"Meeting the Growing Demands of Our Electric Customers"
	"Our Expanding Gas Business"
1963	"CIPS Fringe Benefits . . . and You"
1964	Utility Rate Making
1964	The Problem of Government in the Electric Light and Power Business
1965	Supplier Legislation
1965	Roses and Thorns - Jay Paul Wade (Survey Findings)
1966	Industry in the CIPS Service Area
1967	The Marketing Concept and You
1968	Social Security and the Federal Surcharge .... Their Impact on You and the Nation's Economy

Bibliography

1910 American Economic System

1911 CISB Power and Gas in Illinois

1852 Growing with CISBCO

1853 Employee Benefits
Growing in 1853

1854 Load Building
Looking Ahead

1855 Periodic Poetry [illegible]

1856 Preparedness to Defend to Public Power
Employee Benefits

xyz - Joy Pool Week

1857 Americans May Go a Mere Penny-Mill Future - Joy Pool Week

1858 Building Our Business - Joy Pool Week

1859 Power Eyebee Planning
Illinois-Missouri Electric Power Pool and the Interconnected Eyebeam

1860 "How Our Customers See Us" - Joy Pool Week

1861 "The Facts of the Matter Are . . ." - J. C. Hopkeney

1862 "Meeting the Growing Demands of Our Electric Customers"

"Our Expanding Gas Business"

1863 "CISB Bridge Benefits . . . and You"

1864 Utility Rate Making

1864 The Theories of Government in the Electric Light and Power Business

1865 Supplier Depletion

1865 Bonds and Taxes - Joy Pool Week (Survey Finding)

1864 Industry in the CISB Service Area

1867 The Marketing Concept and You

1868 Social Security and the Federal Budget .... Their Impact on You and the Nation's Economy

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